

Burt P. Flickinger, III Bio and Flickinger Family Industry History

Global Consumer Products & Retail Consulting • Pro Bono Consulting for Education and American Music



- Cornell University Entrepreneurship Program Advisory Board
- Cornell Dyson School of Undergraduate Business Executive Advisory Council

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Burt P. Flickinger, III, is Managing Director of Strategic Resource Group (SRG). SRG is a leading consumer industry business consulting firm headquartered in New York City.

SRG's work spans consumer and competitive analysis & strategy, marketing/advertising, retailing, real estate, buying/merchandising, operations, debit & co-branded credit cards, strategic sourcing, as well as, integrated & social media consumer communications. SRG has completed numerous of consulting engagements for the top consumer industry Fortune 500 companies.

Also, SRG has worked with numerous, major Wall Street, private equity firms, financial firms & pension plans in mergers and acquisitions (and Federal Trade Commission-FTC-approval strategy)---as well as expert witness work and in-depth industry competitive & consumer research.

Branded Consumer Industry companies engage SRG for market analyses, consumer analytics, acquisitions, branded business expansion, strategic planning and new product initiative insights. Financial institutions and retailers have utilized Mr. Flickinger's and SRG's unique expertise across 3 decades in consumer products businesses, retailing, distribution, marketing, real estate, as well as credit card and loyalty card marketing.

EXPERT ASSIGNMENTS

Mr. Flickinger and his SRG colleagues have successfully completed numerous **expert witness assignments** for leading law firms---including Jones Day, Cravath, Swaine & Moore; White & Case, LLP; Howry & Simon; Kirkland Ellis; Kilpatrick, Townsend & Stockton, LLP, and Sullivan & Cromwell---and for creditors/credit committees, retailers, branded consumer products companies, as well as Wall Street financial firms, and law firms in federal, state & county courts, and U.S. government agencies (e.g. Federal Trade Commission) on matters ranging from bankruptcy, anti-trust issues, competitive and pricing practices, real estate cases, *et al.*

Previously, Flickinger worked as a Director of Price Waterhouse Coopers Consumer Products Companies and Retailing Consulting Practices, and Vice President of **CGLENDINNING** International Consulting Practices (the first of the major worldwide consumer industry consulting firms) in business strategy, marketing and retailing consulting for leading consumer goods companies. Burt was Senior Vice President, Director of Retail for Interpublic's Lowe and Partners/Mullen/Long Haymes Carr Agency, one of the larger marketing, advertising, and consulting service agencies.

Before joining Glendinning, Flickinger worked for **Procter&Gamble** for 11 years. At **P&G** he helped co-develop and initiate **P&G's** first customer sales, marketing, retailing and analytics group and multi-functional top-to-top business teams. Burt co-led the creation of multi-retail channel cross-functional business teams.

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Mr. Flickinger held numerous managerial positions at P&G including Eastern Manager for **P&G's** first dedicated, multi-disciplinary business team in marketing, finance, manufacturing, logistics, sales, and consumer and competitive analytics for P&G's national/international major retail chain customers ---- including department stores, MVRs (Mass Volume Retailers), food, drug, discount, club, convenience, supercenter, chain drug, wholesale club, wholesale/distributor, supermarket, discount/mass merchandise, convenience, dollar, specialty, EDLP, hard discount, and price impact retailers. Two of Mr. Flickinger's P&G business groups were ranked #1 in the U.S.

Mr. Flickinger and his strong P&G team did extensive market and opportunities analyses for general market, Latino, African American and international consumers in every age, gender, and geo-demographic group.

Flickinger began his career as an executive with **S.M. Flickinger**  (the largest full-service institutional and retail wholesaler and retailer in the eastern half of the U.S.) selling general merchandise, hardlines and licensed apparel, groceries, seafood, produce, refrigerated and frozen foods, meat, HBC, wine, spirits, beer, and tobacco. At **S.M. Flickinger**, , , Burt worked in management, retailing, merchandising, brand marketing and manufacturing, buying, marketing/advertising, private brand development, real estate & retail site selection, operations, logistics, debit/credit development, and loyalty card marketing.

Burt and his father Burt, Jr. co-chaired the task force that developed the first retail debit card and insta-bank system in the U.S., and pioneered early efforts in regional and target loyalty card micro-marketing, with Joe Wolfson and Ralph Kushler.

Flickinger has consulted for **major retail chains across retail chains “on-land” and “on-line”:** consumer branded goods companies, and advertising-marketing agencies and Wall Street firms on both consumer and competitive strategy, new product development and marketing.


These client assignments include consumer-industry companies, financial firms, ad agencies, loyalty card-continuity marketing/merchandising corporations, syndicated data companies, law firms, and universities, *et al.*, include: *A. C. Nielsen, Agri Beef, Agrilink, American Bakers Association, Angelo Gordon Capital, AOL, A&P, Arbor Capital, Arnold Advertising, Atkins Nutrition, Bali Women's Apparel, Barclays Capital, Bausch & Lomb, BCTGM (Bakers), Beech-Nut, Bimbo Bakeries, Birds Eye, BMO (Bank of Montreal) Investment Banking, Bear Stearns Investment Banking, Bristol Myers/Squibb, BSN, Carat Advertising, Catalina Loyalty Marketing, Casey's, CBS, Champion Apparel, Chesebrough-Ponds, Co-Bank Capital, Coca Cola Inc., (CCE) Coca Cola Enterprises, Compumix – DPP for Perishables, Cornell University, Cravath, Swaine & Moore, LLP, Dannon, DMB&B/Clarion Marketing, Clorox, CSFB (Credit Suisse First Boston), Danone-Group, Dannon, DDB Needham Advertising, Dow, Dove Ice Cream, Duracell, Edialogo USA (U.S. Aid via U.S. State Department), Elizabeth Arden, Evian, Federated Foods, Fila, First Boston, Food Masters, *nee* Mars; Fox Rothschild LLP, Frito Lay, Law Firm, General Mills, General Mills Canada, General Motors Automotive Consumer Products and Afterparts; George Weston Inc., Gerber, Golden Grain, Goldman Sachs, Grey Advertising, Groupe Danone, Hachette USA Media, Hanes, Hanes Mega Brands, Hanes-Her-Way, Harvard University Real Estate Commercial Properties, Heinz, Heller Financial, Hidden Valley Ranch, Howrey, Simon & Arnold LLP Law Firm, Imasco, Imperial, InduArroz, ING Barings, Interpublic Advertising, IRI, JANA Partners, Lampe-Conway, Kal Kan, Kao-Asia & USA, Kellogg, Kimco LLP, Kimco Realty Kilpatrick-Townsend, Kilpatrick Townsent & Stockton LLP, Kimberly Clark, Kirkland & Ellis, Kraft, Krispy Kreme, Kingsford – Clorox, Lampe-Conway Investment Banking, Leo Burnett Advertising, Lipton, L'Oreal, Long Haymes Carr/IPG Advertising, Lowe-Lintas Advertising Worldwide, Luiginos/Michelinis Frozen Foods, LU Cookies, Marriott Management Services, Marriott Health Care Services, Mars, MasterCard, Morgan Stanley, Nabisco, National Patent Medicine (Mickey & Pals), NFL teams, NARMS, NBWA (National Beer Wholesalers Association), Nestle, S.A., Oak Hill Capital, Oak Tree Capital, Ocean Spray, Omnicom Advertising, Paddington, Pepsi Co., Pepsi Bottling Group (PBG), Pepsi Americas, Philips Lighting, Playtex, Playtex Apparel, and Playtex Infant & HBC Brands, Philip Morris, The Potato Council, Procter & Gamble, Quaker Oats, Ralcorp,*


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Ralston Purina, Reach Marketing, R.J.R., ROFDA CEO Conference (Retailer Owned Food Distributor Assn.), Revlon, Reynolds America, Ryan Marketing, Sara Lee Knitwear, Sara Lee Apparel, Sara Lee Bakeries, Sara Lee Meats, Scott Paper, Scott's, Sealy Mattresses, Seagrams, Siemens, Simmons Mattresses, Silver Point Capital, Citi-Smith Barney, Stanley Tools, Starkist, St. Joseph's University, Sullivan & Cromwell, Sylvania Lighting, Tambrands, Thomasville Furniture, Time Inc., Trinity Capital, Tropicana, TBWA Advertising, Tulip (Denmark), Topps Trading Cards, U.S. News & World Report, Tetley, Teamster Western NY District Council (pro bono) to save jobs, Volvic, UFCW International (pro bono) to save jobs, UFCW International Presidents Council (pro bono) to save jobs, UFCW Canada National Presidents Council (pro bono), Unilever-Lipton, VISA International, VNU, Watties – Australiasia, Wellspring Capital, Young & Rubicam Worldwide, White & Case, LLP Law Firm, Wertheim-Schroder, and Zatarains.

Flickinger has also advised and consulted CEOs and executive officers on strategic and marketing issues for U.S. and international retailers, co-ops & wholesalers, including: *Ahold Companies (Stop & Shop, Giant MD, Tops, Wilson Farms, Vix Discount Stores, Giant PA), AFM (Affiliated Foods Midwest), Albertsons Food, Drug and Superstores, American Stores Corporate (Acme, Jewel, Lucky, Albertsons, American Drug Stores, Osco Drug/Savon Drug), A&P Corporate U.S. and Canada, Associated of NY, Associated Food Stores Co-op of SLC, Bashas, Bi-Lo, BJ's, Brunos, Cub Foods, CVS, Dominick's, Eckerd Drug Corporation, Edward's Super Food and Drug Stores, Food 4 Less, F&M Deep Discount, Fleming Corporate, KKR/Fred Meyer Superstores, Heinen's, Giant Eagle, Grand Union Corporate, H.E. Butt, Heinen's, Hornbackers, Ingles, J.C. Penney, J. Sainsbury Group, Jewel, Hannaford, Horton Stores (Europe), IGA North America & Global, Ito-Yokado Group (IYG) Kaufhof Stores (Europe), King Soopers, Kroger/Dillon Corporation (Food, Drug, Convenience, MVR, and Supercenter stores), Kroger (Atlanta), KMart (Big K and Super K Supercenter stores), Longos, Lowe's, Lucky Corporate, Lunds Food Holdings, Inc. (Lunds & Byerly's stores), May Companies, Metro AG Worldwide Retail, Nash Finch Corporate, Pathmark Deep Discount Drug Stores, Penn Traffic (final bankruptcy reorganization), Price Smart, Rite Aid Drug Stores Corporate, Rainbow, Ralphs, Randall's Corporate, Robinson May Department Stores, Roundy's, Royal Dairy, Safeway, Sam's Club, Save a Lot, Sears Department Stores, Scrivner Corporate, SGHC/Pathmark Corporate (department stores, Rickel Home Centers, drug stores and food-drug-discount super combination stores), Shaw's, Shop 'N Bag, Shop 'N Save Warehouse Foods, Skogan's Festival Stores, Smith's Food & Drug Corporate, Smitty's Super Stores, Spartan, Star Markets, Stop and Shop, Super Kmart; SuperValu--- food, drug, Biggs Hypermarket, Cub, hard discount and supercenter stores ---, TJX Companies (TJ Maxx, Marshalls, HomeGoods, HomeSense, A.J. Wright, TK Maxx), Thriftway, Tops Markets, Twin County/Food Town, Ukrops, Unified Grocers Co-op, Vons, Wakefern/Shoprite/Price Rite, White Rose, Whole Foods, Wholesale.*

Flickinger is a great-grandson of the creator and **founder of the first full-line private label program (U.S. and international)** and the *first* international retail **franchised businesses in history**. In 1899, S.M. (Smith Michael) Flickinger started S.M. Flickinger, Inc., the nation's first vertically and horizontally integrated farming and manufacturing wholesale and retail business with **fully integrated farm-to-factory-to-store-to-family table distribution**. It was the **first nationwide voluntary retail association with store equity partnerships for voluntary retail chains, co-op retail chains, independent retailers, store managers and associates**. S. M. Flickinger and Burt Flickinger Sr. helped co-found IGA in 1926.

The businesses were based on ***The Golden Rule Principal of "Do unto others as you would have done unto you."*** The Flickinger Company owned and managed both the **Anheuser Busch**  and **Hiram Walker** distributorships in New York State.

Also, S.M. founded **Federated Foods**  and **Red White Private Label Companies and worldwide stores**, which Burt, Sr., Glenn Flickinger, and their sons Burt Jr., Peter, Tom, and Bill, and donated to endow, build and later expand the modern University of Chicago Graduate School of Business.


Burt P. Flickinger, Sr. helped run the World War II U.S. food distribution effort for President D. Roosevelt from 1941-45. His uncle, Robert Flickinger, was CEO of Service Systems and Del Monte, and was President of the National Hotel & Restaurant Association. Bob Flickinger graduated from Cornell's University's Hotel School.


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His father, Burt P. Flickinger, Jr., a *magna cum laude* graduate of **Harvard University**, won the prestigious NAWGA-SMI award for four consecutive years for managing the most efficient distribution and voluntary retail chain business in the U.S. He pioneered **retail financing and equity retail partnerships, in-store banking, debit cards, sports marketing and television advertising in for both exclusive brand, retail & wholesale growth.**

Burt Jr. pioneered revolutionary procurement practices ---- including regional, national and international buying & transshipments ---- to give both retailers and consumer the best “net landed” cost/price nationally and internationally & the fairest pricing in every PTA (Primary Trading Area).

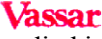
Burt Flickinger, Jr. led the food industry’s efforts to pass critical legislation both multi-regionally and nationally, including the landmark bill to sell wine beverages in supermarkets and superstores. He was chairman of the New York State Food Merchants Association and was a NYS FIA (Food Industry Alliance) Board Member for nearly 30 years.

As U.S. Chairman, Burt Flickinger, Jr. led the successful effort to bring the **World University Games**,  *the largest global amateur athletic event* – 10,000 athletes – to the United States for the first time. Flickinger led the United Way to thirty years of consecutive growth in the business division as United Way Chairman and, as Chairman of the Board(s), led the successful capital campaigns to save the world-renowned **Women’s and Children’s Hospital** and to help save the Buffalo Philharmonic Orchestra (BPO). Athletes from oppressive countries declared their freedom after the Games and many became successful pro athletes after leaving from the back of the stadiums after their last World University Games.


Burt Flickinger, Jr. raised the public funds to build the **University of Buffalo (U.B.)** Football Stadium  and the Erie Colleges internationally renowned **Flickinger Aquatic and Athletic Center** where numerous U.S. and international sporting events are held. Burt Flickinger, Jr. received an Honorary Doctorate of Business Degree from the University of Buffalo. He was on the Board of the Boy Scouts of Western New York for over thirty years and was a trustee of Westminster Church.

Burt is on the Executive Advisory Council of Cornell’s Undergraduate Dyson School of Business. Also, the co-founders of Cornell’s world renowned Entrepreneurship Program, Dr. Wendell Earle and Sam Seltzer, asked Burt to be a founding Board Member. Flickinger remains a charter member of Dean David Call’s & Dean **Kathryn Boor’s**  **Board on Entrepreneurship**, (for nearly 20 years) which developed the fully integrated Cornell graduate & undergraduate program led by Director John Jaqueste, Dr. Deborah Streeter and Dr. David Ben-Daniel. Burt Flickinger and his father, Burt Jr., his sister, Catherine, and Tom Flickinger, Sr. co-published *The Explosive Growth of Private Label Brands in North America (The History and Future of Retail Private Label Product Portfolios)* with **Cornell University’s Dr. German & Dr. Deb Perosio**, with its author Phil Fitzell, who is the editor of *Exclusive Brands* magazine and *EB Global Sourcebook*. Cornell has a very well-known design program.

Flickinger is a frequent executive lecturer on worldwide marketing and retailing at Cornell University’s Dyson School of Business, Food Industry Management Program and Cornell Summer Executive Program. Also, Burt has served as an adjunct Professor at St. Joseph’s University’s Center for Food Marketing and Retailing Undergraduate, Graduate, Executive, and M.B.A. Programs.

A graduate of **Vassar College**  with a B.A. degree, Burt Flickinger III completed his Masters course work at **Cornell University** where he studied in the **Retail Industry Management and Marketing Program** under **Dr. Wendell Earle, Dr. Gene German, Professor Ed M. McLaughlin, Robert Tobin, Professor of Food Marketing**. Under Drs. Earle, German & McLaughlin, Flickinger worked with international consumer goods companies and power retailers on long-term issues including brand building and marketing business and consumer strategy, new formats, channel strategies and consumer database marketing.

KEYNOTE/CEO SPEAKING ENGAGEMENTS

Burt has been a keynote/featured speaker at leading global Executive/CEO conferences, including the world-renowned  **World Economic Forum Annual CEO Meeting**.

Mr. Flickinger has been featured at annual meetings for: **The Conference Board, Goldman Sach's Annual Consumer Products CEO & Institutional Investor Global Conference, Bank of Montreal's (BMO) Annual CEO Conference for Commodities, Manufactured Products and Retail; The Chief Marketing Officers (CMO) Annual Global Conference**----co-featured with David Plouffe----**Credit Suisse First Boston's Consumer Products CEO Conference, Arbor Capital's CEO Conference, The Co-Bank Food Industry CEO Conference, American Bakers Association CEO Conference, FMI Annual Convention, The Marketing Council Future of Retailing and New Formats** (with the EVP of Wal-Mart, and the CEO, SuperValu and Kroger, and President of Super Kmart),

The Marketing Council (Future of Television and Category Killer Consumer Goods Retailing with the President, Home Shopping Network), ROFDA (Retail Owned Food Distributors & Associates), **Schroder-Wertheim's CEO Conference, PaineWebber CEO RETAILING CONFERENCE, General Merchandise and Distributors Council, Promot. Marketing Association of America pmaa Annual Conference on Direct Marketing and Retailing**, and many other national and international CEO conferences.

For many years Flickinger was on the Editorial Board of Directors of **Global Retail Insights, PROGRESSIVE GROCER** and **Superstore Insights**. His column, the **Flickinger File**, is widely read by industry executive officers. He has been a **featured guest columnist** in magazines including **Brandweek, SN Brand Marketing, Store Brands** and **Thompson Media Retail Insights** (U.S. and worldwide), and **The Shelby Report**. Mr. Flickinger researched 50+ years of retailing, co-ops & wholesaling history to write the forward to **The History of Wakefern & ShopRite**.




Burt is a consumer industry expert, featured marketing and retailing industry expert for several special featured documentary broadcasts for **British Broadcasting Corporation (BBC)**, as well as being a featured expert contributor on over 1,000 on-air broadcasts during the last two decades.

Mr. Flickinger has appeared frequently as an expert on both nightly broadcast news & business news TV, including: ABC, AP, BBC, Bloomberg, BNN, CBS, CNBC, CNN, Fox Business, NBC, PBS, (Nightly Business News) TV, National Public Radio (NPR), **Marketplace Radio, Market Watch; & Wall St. Journal Radio**. Mr. Flickinger's expertise has been featured on the major network broadcasts including: **Bloomberg Business TV** (all featured shows including Bloomberg Business TV's "**Starting Bell, Surveillance, Market Pulse, Open Exchange, In Focus, On the Economy, Final Word, Taking Stock, Evening Edition, Bloomberg Live, Bloomberg Asia, Bloomberg on the Markets-Europe/U.K.**") CNBC ("**Power Lunch, Street Signs, Closing Bell, et al.**"), and Fox Business News "Money for Breakfast with Connell McShane and Jenna Lee," "Before the Bell," "Countdown to the Closing Bell" with Liz Claman and Dave Ashman; "Cavuto" with Neil Cavuto; "America's Nightly Scoreboard" with David Ashman, and C-Span TV, in addition to radio business broadcasts on Bloomberg Radio, ("**The First Word, Inside the Economy, On the Money, The Bloomberg Countdown, Bloomberg for the Record, On the Street, Final Word and Taking Stock**").

Because the executive producer of a leading, global business news multi-media network rated Mr. Flickinger #1 for accuracy, insight and analysis of all the business broadcast contributors for 2 consecutive years for forecasting and analyzing the recessions, and for the consistent accuracy of his forecasts, Burt has been referred to as, "**The Nostradamus of Retail**" by the editor of **Chain Store Age**, for Mr. Flickinger's consistent ability to correctly forecast the future on a timely basis.


Burt P. Flickinger, III (continued)

Leading publications have referenced Mr. Flickinger's research and analyses thousands of times across the last 3 decades in business and news print/on-line media, including: *The Wall Street Journal, New York Times, Los Angeles Times, USA Magazine, Today, Investors Business Daily, Washington Post, Forbes, Fortune, Business Week, Money, Worth, Time, New York Newsweek, The Economist, London Financial Times, Le Journal du Grand Commerce Magazine, Advertising Age, Ad Week, Brandweek, Chain Store Age, Supermarket News, Shopping Center News, The Daily Deal, American Banker, Woman's Wear Daily, Discount Store News, Drug Store News, Gourmet, Progressive Grocer, The Shelby Report, MMR, AP (Associated Press, Reuters, Dow Jones, et al.,* as well as major daily news, business, industry & special publications.

Flickinger works extensively on several *pro bono* associations with  and  *Academy of Retailing and Marketing*, and for years with *Illinois Jacquet and His Big Band* .

Burt has worked actively during his academic and professional life to help sexually and physically abused children and battered women. Through community churches, he helped co-found Big Brother Projects in Lawrence, MA; Buffalo, NY; Poughkeepsie, NY; and El Quacio Mission, Puerto Rico; to help elementary and high school students in limited income and high crime communities. Burt and his sister, Catherine, co-taught Sunday School at Westminster Church.

With a bent for international to rural, remote area field work and fact finding, Flickinger's clients refer to him as "*The Colombo of Consulting.*" Like the Colombo (Peter Falk) character, Flickinger runs the road at all hours in his road-ready, rebuilt Volvo, well into its 2nd 100,000 miles, with his overtired raincoat, pockets stuffed with notepad, camera, apples and Aqua Fina, always working on his leading edge, innovative consumer, retail, and competitive analyses, to keep ahead of the industry.

Flickinger also worked with Dr. Tim Hammonds, FMI, Bob Tobin,  CEO, to develop an industry/university task force group on retail industry management and marketing and retailing at Cornell with eight other branded consumer "Fortune 100" and retailing CEOs/presidents, Dean David Call, Dean Susan Henry, and Dr. Gene German and Dr. Edward McLaughlin (the Tobin Professor of Food Marketing).

Burt has done meaningful bi-partisan *pro bono* work to help save companies & jobs for both corporations and workers in the UFCW (United Food & Commercial Workers, International, UFCW Canada & U.S.) retail clients, International and District Councils, BCTGM (Bakers), and Teamsters (IBTW) to help save retail and wholesale jobs.

Burt worked *pro bono* with Governor **Ed Rendell**, U.S. Senators **Charles Schumer**, **Daniel P. Moynihan**, and Congressmen **LaFalce**, Quinn and **Reynolds**, and Assemblyman **Sam Hoyt**, the *pro bono* UFCW-AFL-CIO, the Teamsters, Cornell University School of Industrial and Labor Relations (ILR) and numerous state and local government leaders to help retail chains, retail co-ops, and independent retailers.

Flickinger gives numerous *pro bono* special executive presentations to "Fortune 500" and other Corporate Board of Directors, CEOs and senior management briefings on both key strategic issues and on **the future of marketing, innovative retailing, loyalty and marketing, buying, operations and logistics insights, and effective consumer strategy**. **Burt has waived all professional fees and asks the company to make a tax deductible contribution to education (ideally, the Cornell retailing and marketing programs), with the objective of linking companies directly to the deans, teaching professors and top students to keep these companies up with the best new research and worldwide industry learning.**

Flickinger was a charter member of **President Frances Fergusson's** and the  **Vassar Trustees' Development Leadership Council**.

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Also, Burt collects historic photos and records of American Rhythm and Blues and Jazz legends, African-American leaders and barrier breakers in science, the women's suffragist and labor movements, aviation and sports.

Flickinger worked with and booked original American jazz and R&B musicians including **Duke Ellington and his Big Band** (*the last live big band dance Duke played*), **Count Basie's Big Band**, **Lionel Hampton and His Big Band**, **Illinois Jacquet and His Big Band**, Helen Humes, Ellis Larkins, Roomful of Blues, **Bonnie Raitt**, **Paul Butterfield**, **Matt "Guitar" Murphy**, **James Cotton**, **John McLaughlin and the Mahavishnu Orchestra**, **Duke Robillard**, **Leo Kottke**, **Earth, Wind & Fire**, **Stanley Clarke**, **Chick Corea**, **Larry Coryell**, **Billy Cobham**, Donald Byrd and the Blackburds, **Paul Winter Consort**, Stan Kenton's Big Band, the **Brecker Brothers**, **New Riders of the Purple Sage**, the Coasters, the **Crystals**, the Chiffons, the Chamber Brothers, David Bromberg, Laura Nyro, **Keith Jarrett**, Kool & the Gang, **T-Bone Walker**, and many other innovative musicians, songwriters and artists.

Other hobbies include restoring a 1960 aquamarine Cadillac Convertible (*saved from an early "death sentence" from hanging over the door of the New York's Hard Rock Café*) and a 1962 four-door "Hot Rod" Lincoln Convertible (with "suicide" opposite opening doors and "hidden trunk" top). Mr. Flickinger spends his reading/research time reading about history and great military campaigns and battles, and business strategy. Burt has a life-long love of military history reading about the military campaigns ranging from King Leonidas to Hannibal, Caesar, Charlemagne to General Lafayette, Teddy Roosevelt, General Georgy Zhukov, George S. Patton, Jr., "Bull" Halsey, and Rear Admiral Grace Hooper's significant quantitative & information systems contributions----as well as analyzing regional national and international business journals and books ranging from Stanford Professor Jim Collins, *Good to Great* and *How the Mighty Fall*, Gretchen Morgenson's *Reckless Endangerment*; Benjamin Franklin's autobiography and Peter Drucker.

Burt participates in team sports and racquet sports in which he earned 12 college varsity letters (fall, winter, spring seasons).

His mother, **Dr. Bonnie G. Flickinger**, a Professor of Languages, translated/interpreted five languages at four of the past six **Olympiads** and translated for the U.S. and European press corps at the Nuremberg war crimes trials. She has a Ph.D. in psycho-linguistics and human psychology and teaches on religions, politics and cultures of the Middle East at Buffalo State University, University of Buffalo (U.B.) and teaches Financial Investment Management at the Larkin Institute.

Burt's sister, **Molly Flickinger-Ford**, was the highest-ranking woman executive at **Business Week**, was a founding officer of **Disney-Infoseek**, and was AOL's first Senior Vice President of Business Marketing and Business Development at **America Online**  **Time Warner** and Chief Integration Officer of Netscape . Molly has served on the Board of the Advertising Council. Molly was New York State tennis doubles champion three times, and she is Senior Vice President of Collective, on the Board of Trustees at Salisbury School. Molly is an expert in integrated media & social networking.

Burt's sister, **Catherine Flickinger-Schweitzer**, was honored by the *Buffalo News* as one of the most influential business and community leaders in the Greater Buffalo, Niagara Region, and Western New York area. Catherine completed her M.B.A. with highest honors and is Director of Development for the **Baird Foundation**. Catherine has led efforts to restore **Frank Lloyd Wright** and **Henry Hobson Richardson** historic architectural sites.

Catherine Flickinger-Schweitzer is a leader working with business, labor and government in developing the Niagara Frontier (U.S.) and Canadian NAFTA community. She is on the Board of Trustees at **Connecticut College** and **Canisius College**. Canisius College's MBA program honored Catherine with its prestigious **Martin Award** as executive of the year in the private and public sector. Catherine was New England's intercollegiate tennis double champion, and was the first woman elder of Westminster Presbyterian Church.

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In 2007, the **National Trust for Historic Preservation** named Catherine Flickinger-Schweitzer as a Board member for five years as well as asking her to co-chair/host its 2010 national meeting in Buffalo, NY (which it rated as one of the top 3 U.S. cities for inspiring historical architectural achievement for Louis Sullivan, Frank Lloyd Wright, Henry Hobson Richardson *et al.*).

Flickinger-Schweitzer was a co-leader with **Connie Constantine** and the **Stafford** Family Foundation to bring author, **James Joyce's** most important original papers to Buffalo, New York from Joyce's sponsor and mentor, **Sylvia Beach's** (Shakespeare & Company) collection in Paris. *Mesdames* Constantine, Stafford, and Flickinger-Schweitzer have collected the most extensive James Joyce collection in the world of letters, papers, original manuscripts, *et al.* for permanent exhibit at the University of Buffalo's city campus. Ms. Flickinger-Schweitzer and the Baird Foundation, with the support of Connie Constantine, produced the seminal film documentary of James Joyce's life and writings.

Burt's wife, Catherine Raymond Flickinger, *Esq.* worked with **David Boies, Esq.** at world-renowned **Cravath, Swaine and Moore** before becoming Associate General Counsel at CBS. At CBS, Ms. Flickinger worked with David Boies to successfully defend their friends, **George Crile** (who wrote the worldwide best seller ***Charlie Wilson's War*** on the U.S.'s initial winning efforts in Afghanistan) and **Mike Wallace of 60 Minutes v. General William Westmoreland.**

Catherine teamed up with **Peter Diamandis, Bob Spillane, Ellen Levine** (later of **Hearst** and co-founder of **Oprah/O**) and **Greg Coleman** to lead the L.B.O. of CBS Publishing, Columbia House/CBS Music & Video, which they sold to Hachette Filipacchi Media, the largest worldwide magazine publishing company.

Ms. Flickinger was Executive Vice President/General Counsel and served on the Executive Committee of Hachette U.S.A. Media; she was also on the Board of Directors of Jump Start Media until Hearst acquired Hachette. Currently, Catherine is General Counsel of NYIT (New York Institute of Technology) University with undergraduate and graduate school campuses in the U.S. and worldwide.

Ms. Flickinger was *Phi Beta Kapa* at Penn, on Columbia's Law Review and clerked for U.S. Circuit Judge, Leonard Moore.

In 2007, the New York Bar Association and Hillary Clinton honored Catherine R. Flickinger, *Esq.* as one of the top corporate general counsels. Also, she has co-taught media executives, undergraduate/graduate students and faculty at Cornell University's distinguished Communications Professor, Brian Earle's Media Executive Honors Panel.

Catherine's father, Dana Merriam Raymond, was a *Phi Beta Kappa* physics major as a junior and PAC 10 track distance champion at Berkeley. The U.S. government's Army Air Corps enscribed Mr. Raymond and his young friend, Major Edwin Howard Armstrong (who invented FM radio and key technology & patents for radar, color TV *et al.*), in 1938 to help the British RAF (Royal Air Force) develop radar in Europe & Africa---- that was instrumental in turning the tide *vs.* overwhelming odds to beat Nazi Air Marshall Hermann Goering and Hitler's Nazi Luftwaffe both in the pivotal "Battle of Britain", and throughout World War II.

Catherine and Burt have two wonderful sons, **David** (26) and **Nicholas** (25), who were star students and who help very enthusiastically on extensive field work with numerous marketing, innovative retail and competitive analyses.

Burt P. Flickinger, III (continued)

David attended **Cornell University's** highly ranked undergraduate Dyson Business School. David graduated *cum laude* with a 3.92 GPA in his AEM (Applied Economics & Management) major and was named student academic advisor of "**Rockledge**" (Alpha Sigma Phi), which traditionally has one of the highest house GPAs at Cornell. David's Rockledge House has provided the highest number of Cornell CEO's from America to India (including DFS (Duty Free Shoppers Group) Chuck Feeney----who has donated \$5+ billion to charity and Cornell Board member Ratan Tata Cornell/Rockledge '64). David was chosen as a business development intern by Rhett C. Ricart, the CEO of **Ricart Automotive Group**. Ricart Group is Ohio's largest automotive multi dealership network and one of the largest Ford & 5 global car companies in North America. David has been a summer & vacation associate for SRG during high school & college. David graduated from **Georgetown Law School** in Washington D.C., where he served on the *Ethics Journal*. In 2013, David joined Pillsbury Winthrop Shaw Pittman law firm, where he is an associate in corporate finance. David was admitted to the New York State Bar Association in May 2014.

Nick graduated from **Emory University**, one of America's top-ranked colleges. Nick was tri-captain of his Trinity School 3-time NY City water polo championship. Nick scored the tying and winning goal in come from behind wins in the city championship games his junior and senior years. Nick was a featured columnist for both *Gamestop* and the NY City Buffalo Bills Backers (whose 2,000 inspired members include the late NBC's **Tim Russert**, the NBA's **Bernie Tolbert**, the late, great Cabinet Member and **Congressman Jack Kemp**, and Bills' Former GM/**Coach Marv Levy**).

Nick was an undergraduate intern for SRG, the **PMA (Promotion Marketing Association)**, where he developed PMA's accelerated social networking system for its agencies. Nick was a successful summer intern at Publicis New York, where he worked on both the Nestle & TGI Fridays teams. Nick was in **Ogilvy & Mather's** Master's in Craft program (where he was one of 20 accepted out of 2,000 applicants). Currently, Nick is an award winning, lead teacher in a renowned East Harlem charter school program. Also, Nick is an A student at Hunter College's Master's Program in Education & Special Education.

David and Nick team up with dad on retail and marketing slide "shoots" and special retail CEO presentations in between trips to Riverside Park, Yankee Stadium, Cactus League Baseball Spring Training in Arizona, Buffalo's HSBC Center and Ralph Wilson Stadium (hoping after 40+ years of collective family angst, for the first Buffalo Bills Super Bowl winning season, or at least the first Buffalo Sabres Stanley Cup championship in one of our lifetimes).