

# Burt Prentice Flickinger, III

## Flickinger Family Industry History & Bio

Global Consumer Products & Retail Consulting • Expert Work for M&A, FTC, & Legal Matters

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- Cornell Entrepreneurship and Small Business Management Program Advisory Board
- Executive Lecturer, “Future of Retailing & Marketing”
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- Cornell CIFS-IPP (Cornell Institute for Food Systems Industry Partnership Program) Advisory Board
- Cornell Advisory Board CIFFI (Cornell Institute for Fashion & Fiber Innovation)
- Cornell Varsity Women’s Ice Hockey Advisory Council: Strategy, Resources, Marketing & Media



Strategic Resource Group (SRG)  
160 Riverside Dr., Suite 10A  
New York, NY 10024  
Phone: (917) 992-1729  
Email: [burt@srginsight.com](mailto:burt@srginsight.com)  
Fax: (212) 873-2469  
[www.srginsight.com](http://www.srginsight.com)

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

SRG’s work spans consumer and competitive strategy, retailing, M&A, FTC & expert witness & arbitration support, and buying/merchandising, marketing/advertising, effectiveness on copy/creative to media buying, cost efficiency in broadcast TV/radio, magazines, integrated and social media---as well as operations and strategic sourcing.

SRG has completed a number of consulting engagements for the top consumer industry Fortune 500 companies in retailing, marketing, advertising, strategic planning, real estate, distribution, consumer and competitive analyses, as well as financial analyses.

Also, SRG has worked with numerous, **major Wall Street Law Firms** and leading Financial & Private Equity Firms in M&A/Mergers and Acquisitions (for **Federal Trade Commission [FTC]** antitrust M&A approval strategy), and **in-depth market analysis**, as well as **expert witness and international arbitration tribunals, hostile takeover expert defense work**, and organized labor negotiations and industry research and strategies. **SRG has made hundreds of millions of dollars for clients through its proprietary, unparalleled insights.**

Branded consumer products companies engage SRG for **market analyses, consumer analytics, acquisitions, branded business expansion and strategic planning, and new product initiative insights**. Financial institutions, leading advertisement and marketing agencies, and retailers have utilized Mr. Flickinger’s and SRG’s unique expertise for 3 decades in consumer products businesses, retailing, distribution, as well as credit card, loyalty card, and database marketing.

Burt is both a “Practitioner” and member of one of the most venerable retailing and marketing families worldwide for 100+ years.

### EXPERT ASSIGNMENTS & BUSINESS EXPERIENCE

Mr. Flickinger and his SRG colleagues have successfully completed numerous **expert witness assignments** for creditors/credit committees, retailers, branded consumer products companies, as well as Wall Street financial firms, and law firms in Federal, State, County, Local, and U.S. unique government courts (e.g. Federal Trade Commission and International Arbitration Tribunals) on matters ranging from bankruptcy, antitrust issues, competitive and pricing practices, real estate cases, commercial litigation, hostile takeovers arbitration, and international arbitration tribunals, *et al.*



Previously, Flickinger worked as a Director of Price Waterhouse Coopers Consumer Products Companies and Retailing Consulting Practices and Vice President of **CC GLENDINNING** 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 **IPG/Interpublic**’s Lowe and Partners/Mullen/Long Haymes Carr Agency, one of the largest marketing, advertising, and consulting services worldwide. Burt and SRG have worked with the CEO’s, CMO’s and executive officers of Omnicon, Publicis, Leo Burnett, Y&R, DDB Needham, IPG, Carat, Saatchi, and WPP.

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 business teams. Burt co-led the creation of multi-retail channel cross-functional business teams.

# Burt Prentice Flickinger, III (continued)

Mr. Flickinger held numerous managerial positions at P&G including Eastern U.S. 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 MVRs (Mass Volume Retailers), food, drug, discount, club, convenience, supercenter, department store, chain drug, wholesale club, wholesale/distributor, supermarket, discount/mass merchandise, convenience, dollar, specialty, EDLP, hard discount, and price impact retailers. Mr. Flickinger, Eugene Chen, and Randy Melville were instrumental in P&G's initiative of corporate mega-brand advertising and promotional programs.

Mr. Flickinger and his strong P&G team did extensive market analyses for mass market, Latino/Latina, African American, Asian 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 voluntary chain retailer in the eastern half of the U.S.) selling general merchandise, hard lines, soft lines, and licensed apparel, groceries, seafood, produce, refrigerated and frozen foods, meat, HBC, wine, spirits, beer, and tobacco. At **S.M. Flickinger**, , **RED & WHITE**, Burt worked in management, retailing, merchandising, brand marketing and manufacturing, buying, marketing/advertising, private brand development, retail site selection, operations and logistics, and debit/credit loyalty card marketing. The Super Duper Stores were world famous for free elephant rides for children in their vast parking lots during the stores' grand openings. The 55 foot neon Super Duper Elephant signs could be seen from great distances. Super Duper was co-developed by Crawford & Bob Bargar and the Bargar families, with Peter & Burt Flickinger, Genius VP Strategy & Marketing: Tony Anthony, and Don Campbell, Jim Beldon, & "Friendly" Clem Eckert.

**Burt 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 marketing.**

Flickinger has consulted for major retail chains across retail chains "on-land" and "on-line:" consumer branded goods companies, 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, universities, *et al.*, including: **A.C. Nielsen, AOL, Agri Beef, Agrilink, American Bakers Association, Albertsons Real Estate/Shopper Centers, Albertsons-Safeway, Inc., AFM, Al Tayer Group, Angelo Gordon Capital, Arbor Capital, Arnold Advertising, Atkins Nutrition, AWG, Bali Intimate Apparel, Barclays Capital, Barnes & Thornburg Law, Bausch & Lomb, BCTGM (Bakers), Beech-Nut, Bimbo Bakeries, Birds Eye, BMO (Bank of Montreal) Investment Banking, Bear Stearns Investment Banking, Bloomingdale's International/ATG, BJ's Wholesale Club, Bristol Myers/Squibb, Brookfield Asset Management, Bumble Bee Seafoods, BSN, Carat Advertising, Catalina Loyalty Marketing, CBS, Champion Apparel, Cherry Hill (Co-op) Gourmet Kosher, Chesebrough-Ponds, Coach, Co-Bank Capital, Coborn's Cashwise, Coca Cola Inc., (CCE) Coca Cola Enterprises, Compumix – DPP for Perishables, Conagra, Cornell University, Cravath, Swaine & Moore, LLP, Dannon, Dechert Law, DMB&B/Clarion Marketing, Clorox, CSFB (Credit Suisse First Boston), DDB Needham Advertising, Dow, Duracell (U.S. Aid via U.S. State Department), Ediagro, Elizabeth Arden, EnterSolar, Evian, Federated Foods, First Boston, Food Masters, *nee* Mars, Foodstuffs Co-op New Zealand, Fox Rothschild LLP Law Firm, Galleria Kaufhof, General Mills, General Mills Canada, General Motors Automotive Consumer Products and Afterparts, George Weston Inc., Gerber, Giant Eagle, Golden Grain, Goldman Sachs, Greenberg Traurig Law, Grey Advertising, Groupe Danone, Hachette USA Media, Hanes, Hanes Mega Brands, Hanes-Her-Way, Harvard University Commercial Shopping Center Real Estate, LLP, Heinz, Heinen's Supermarkets, Heller Financial, Hidden Valley Ranch, Hilti, Howrey, Simon & Arnold LLP Law Firm, Imasco, Imperial, InduArroz, ING Barings, Interpublic Advertising, IRI, JANA Partners, LLC, Jones Day Law, Lampe Conway, Kal Kan, Kean Miller, LLP (New Orleans & Baton Rouge), Kao-Asia & USA, Kellogg, Kimco LLP, Kimco Realty, Kimberly Clark, Kirkland & Ellis, LLP, Kraft, Krispy Kreme, Kingsford – Clorox, Lampe-Conway Investment Banking, Leo Burnett Advertising, Lipton, L'Oreal, Loblaws, Long Haymes Carr/IPG Advertising, Lowe-Lintas Advertising Worldwide, Macy's, Inc., Marriott Management Services, Marriott Health Care Services, Mars, Massy Group, Massy Retail, MasterCard, Morgan Stanley, Nabisco, National Patent Medicine (Mickey & Pals), NARMS, NBWA (National Beer Wholesalers Association), Neiman Marcus, Nestlé International, Nestle International Executive Board, Nestlé Euro-Zone, Nestlé Americas, Nestlé USA, New World Co-op Stores-New Zealand, Nexsen Pruet Law, Oak Hill Capital, Oak Tree Capital, Ocean Spray, Omnicom Advertising, Orrick Law, Pak'nSave New Zealand, Paddington, Party City, Pepsi, Pepsi Bottling Group (PBG), Pepsi Americas, Philips Lighting, Playtex, Playtex Apparel, and Playtex Infant & HBC Brands, Philip Morris, Pinnacle Foods (Birds Eye, Duncan Hines, Vlasic, Swanson, et al.), The Potato Council, Procter & Gamble, Publicis US and Publicis Worldwide (Paris), Quaker Oats, Ralcorp, Ralston Purina, Reach Marketing, R.J.R., ROFDA CEO Conference (Retailer Owned Food**

# Burt Prentice Flickinger, III (continued)


Distributor Assn.), *Revlon, Reynolds America, Ryan Marketing, Sara Lee Knitwear, Sara Lee Apparel, Sara Lee Bakeries, Sara Lee Meats, Seagrams, Scott Paper, Sealy Mattresses, Siegel Gale, Siemens, Simmons Mattresses, Silver Point Capital, Citi-Smith Barney, Stanley Tools, Stater Bros., Starkist, St. Joseph's University, Sullivan & Cromwell, LLP, SuperValu, Sylvania Lighting, Tambrands, Thomasville Furniture, Time Inc., Topco, Trinity Capital, Tropicana, TBWA Advertising, Tulip (Denmark), Topps Trading Cards, U.S. News & World Report, Tetley, Teamster Western NY District Council, TJX (and Mar-Maxx) Inc., Volvic, UFCW International, UFCW International Presidents Council, UFCW Canada National Presidents Council, Unilever-Lipton, Unified Grocers Co-op, VISA International, VNU, Watties – Australasia, Wakefern, Wellspring Capital, Weston Group, WinCo Foods, White & Case, LLP Law Firm, Wertheim-Schroder, Young & Rubicam Worldwide, and Zatarains.*



Flickinger has also advised and consulted **CEOs and executive officers on strategic and marketing issues for U.S. and international retailers including Ahold Companies (Stop & Shop, Giant MD, Tops, Wilson Farms, Vix Discount Stores, Giant PA), AFM (Affiliated Foods Midwest), Albertsons Food, Drug and Superstores, Allegiance Retail, 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, AWG Co-op, Bi-Lo/Red Foods, BJ's Wholesale Club, Bloomingdale's International/ATG, Breton Hypermarches Enterprises (Bon Marche, Euromarche, Prisunic), Coborn's/Cashwise, CVS, DeMoulas Market Basket, Dominick's, Eckerd Drug Corporation, Edward's Super Food and Drug Stores, F&M Deep Discount, Fleming Corporate, Food 4 Less (Kroger), Food 4 Less (Gongco), Foodstuffs Co-op New Zealand/Pak'nSave, KKR/Fred Meyer Superstores, Heinens, Giant, Grand Union Corporate, H.E. Butt, J.C. Penney, J. Sainsbury Group, Hannaford, Horton Stores (Europe), Ito Yokado Group, Galeria Kaufhof Stores (Europe), King Soopers, Kroger/Dillon Corporation (Food, Drug, Convenience, MVR, and Supercenter stores), Kroger (KMA's), Kmart (Big K and Super K Supercenter stores), Lunds Food Holdings, Inc. (Lunds & Byerly's stores), Lowe's, Lucky Corporate, Macy's/Bloomingdale's Inc., May Companies, Massy: Trinidad, Barbados, St. Lucia, Guyana, & the CARICOM Region, Metro Group, Worldwide Retail; Nash Finch Corporate, Neiman Marcus, Osco-Savon Rx, Pathmark Deep Discount Stores, Penn Traffic (final bankruptcy reorganization), PriceSmart, Ralph's, Randall's Corporate (LBO), Rite Aid Drug Stores Corporate, Roundy's, Safeway, Sam's Club, Sears (with Bob Mettler and Arthur C. Martinez's team that successfully rebuilt Sears in the 1990s), Shaw's, Scrivner Corporate, SGHC/Pathmark Corporate (department stores, Rickel Home Centers, drug stores and food-drug-discount super combination stores), Smith's Food & Drug Corporate, Smitty's Super Stores, Spartan, Star Markets, Stop & 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), Tops Markets, Twin County/Food Town, Ukrops, Vons, Unified Grocers Co-op, Wal-Mart, Inc., Wakefern/Shoprite, White Rose, Wholesale Depot, WinCo Foods, and Whole Foods.**

The Flickinger Family is one of the most venerable families in worldwide marketing and retailing in food, drug, discount, dollar, extreme value, specialty, and category dominant retailing & branding.

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 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 with Federated Foods and Red & White**. 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 was orphaned at age 2 when his mother of 13 children died. He spent his high school years working on the farm and farm stands while being raised by a very special farmer, Burt Prentice. Burt Prentice introduced S.M. to his four brothers, who all were told they were Flickingers, and their father, a poor farmer, had not been able to afford to raise them. The five Flickinger brothers started a farm stand, that evolved into very successful food stores and food distribution to retail chains, Cornell University, restaurants, hospitals, hotels and schools.

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. Flickinger founded *Federated Foods*  and  *Private Label Companies*, which Burt, Sr., Glenn Flickinger, and their sons Tom, Billy, Peter and Burt Jr., donated to endow, build and later expand the modern University of Chicago Graduate School of Economics. S. M. Flickinger and Burt Flickinger Sr. helped co-found IGA in 1926 with Frank Grimes.

Other members of his Flickinger family co-founded Rexall Drug Stores (now McKesson), the largest franchised store operation worldwide, including his uncles who co-founded F.W. Woolworth Co. (which was a Dow Jones Industrial Average stock for 74 years), Woolworth's, Woolco, and Foot Locker. The Flickinger family partner, Bob Bargar, opened the first Jamesway discount department store with Herb Fisher. The pioneering Jamesway format was the forerunner of Kmart, Walmart, and Target.

His grandfather, Burt P. Flickinger, Sr., ran the World War II U.S. food distribution effort for President Franklin D. Roosevelt from 1941-45.


Burt Flickinger, Sr. was a WWII Front Lines hero ambulance driver and medic racing to help the badly wounded from dying for hundreds of days and nights without end.. He saved countless lives on the Western Front after he left Harvard in 1916 to serve with the **French on the Front Lines** when the U.S. was failing to help the Allies vs. horrific German armies and poison gas assaults.




His father, Burt P. Flickinger, Jr., a *magna cum laude* graduate of **Harvard University**, won the prestigious NAWGA-SMI (National American & Wholesale Grocers Association-Supermarket Institute) 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, sports marketing and television advertising in retailing**.


# Burt Prentice Flickinger, III (continued)

Burt Jr. pioneered revolutionary procurement practices ---- including regional, national and international diverting to maximize the best promotional deal costs ---- to give both retailers and consumers the best “net landed” cost/price nationally and internationally.

Burt Flickinger, Jr. led the food industry’s efforts to pass critical legislation multi-regionally and nationally for the industry including landmark bills for sustainable stores with full commercial and consumer recycling. He was instrumental in supporting local farmers, vineyards, and entrepreneurs 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 thirty years.

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 help to save the world-renowned **Women’s and Children’s Hospital** and to help to financially save the **Buffalo Philharmonic Orchestra (BPO)**. ([Burt Flickinger Jr. Dies; Bussinesman and Philanthropist](#), [Burt P. Flickinger, Jr. - A Friend To All](#)). With his World University Games team, he was successful helping oppressed Cuban athletes defect and earn a great livelihood playing Major League Professional Baseball in the U.S.

Burt Prentice Flickinger, Jr. was a founding NBA (National Basketball Association)-team Board of Director of the **Buffalo Braves** (now the Los Angeles Clippers ), where he worked closely with the late/great GM **Eddie Donovan** ([architect of the New York Knicks](#) ), Red Holzman’s NBA Championship teams (and earlier at St. Bonaventure University), Coach **Dr. Jack Ramsey** ([Dr. Jack Ramsay: Coach, Mentor, Friend](#)), and Captain **Randy Smith** (the only NCAA All-American in 3-sports: soccer, basketball, and track; [Smith Played 906 Consecutive Games](#) ).

Burt, Jr. raised the public funds to build the **University of Buffalo (U.B.)** Football Stadium , the ECC Track & Field Center, and the Erie College 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.

A graduate of **Vassar College** **Vassar** with a B.A. degree, Burt Flickinger III did Masters work at **Cornell University** where he studied in the **Retail Industry Management, Marketing, & Real Estate Program** under **Dr. Wendell Earle; Dr. Gene German; Robert Tobin, Professor of Food Marketing; Dr. Deb Perosio: Professor of Merit, Burgett Distinguished Advisor, 2-time Merrill Presidential Scholar, and Co-Director South Africa and Global Business & Diversity Study trip (Dr. Perosio and Cindy Van Es are Co-Directors of the Dyson NY State Grand Challenge); and David Scher (real estate)**. Under Drs. Earle, & German, Flickinger worked with international consumer goods companies and power retailers on long-term issues including brand building, marketing business and consumer strategy, new formats, channel strategies, and consumer database marketing. At Vassar, Burt works on interns with world renowned Vassar History Department Chair, [Bob Brigham, Ph.D.](#), Professor of History and International Relations and author of 9 seminal books on Vietnam, Iraq, and foreign policy, including *Reckless: Henry Kissinger and the Tragedy of Vietnam* (2018).

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 Products)* with **Cornell University’s Dr. German & Dr. Deb Perosio, and author, Phil Fitzell** of *Exclusive Brands* magazine.

A resident of New York City, Flickinger is a frequent keynote/executive lecturer on worldwide marketing and retailing at Cornell University and an adjunct Professor at **St. Joseph’s University’s** Center for Food Marketing and Retailing Undergraduate, Graduate, and Executive Programs.

Burt has been a keynote/featured speaker at leading global Executive/CEO conferences including *The*  **World Economic Forum Annual CEO Meeting**,  **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**;  **Citi Global Retail CEO Conference**, **Credit Suisse First Boston’s Consumer Products CEO Conference**, **Arbor Capital’s CEO Conference**, **The Co-Bank**  **Commodities CEO Conference**, **American Bakers Association CEO Conference**,  **FMI Annual Convention**, **IGA Worldwide Meeting**, **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), **Schroder-Wertheim’s CEO Conference**, **PaineWebber CEO RETAILING CONFERENCE**, **General Merchandise and Distributors Council**,  **Promotion Marketing Association of America**  **Annual Conference on Direct Marketing and Retailing**, **Global Chief Marketing Officer Annual Meeting (co-key note speaker with President Obama’s campaign manager, David Plouffe)**, and **ROFDA (Retail Owned Food Distributors Association)**, and many other national and international CEO conferences.



# Burt Prentice Flickinger, III (continued)

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*, *Thompson Media Retail Insights* (U.S. and worldwide), and *The Shelby Report of The Food Retailing & Distribution Industry for the Southeast, Southwest, West Central & eastern U.S.* Mr. Flickinger provided comprehensive research & analyses for & wrote the foreword for *A Symphony of Soloists: The History of WAKEFERN & ShopRite* (the largest supermarket co-op in the U.S.).

Burt is a consumer industry, featured marketing and retailing industry expert for several special featured documentary broadcasts for *British Broadcasting Corporation* (BBC), and as well as being a featured expert contributor on over 1,000 on-air broadcasts during the last two decades for *Bloomberg Business TV* (all featured shows including Bloomberg Business TV's "*Starting Bell*," "*Market Pulse*," "*Open Exchange*," "*In Focus*," "*On the Economy*," "*Final Word*," "*Taking Stock*," "*Evening Edition*," "*Bloomberg Live*," "*Bloomberg Asia-Pacific*," "*Bloomberg on the Markets-Europe/U.K.*"), BNN (Business News Network), CNBC ("*Power Lunch*," "*Street Signs*," "*Closing Bell*," et al.), and ABC, CBS, CNN, NBC, Fox Business Network "*Mornings with Maria*" with Maria Bartiromo, "*Before the Bell*," "*Varney & Co.*" with Stuart Varney, Ashley Webster, and Susan Li, "*Countdown to the Closing Bell*" with Liz Claman and Dave Ashman; "*Cavuto: Coast to Coast*" 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*"), BBC, CCTV (China), NBR (Nightly Business Report), PBS, National Public Radio (NPR), Marketplace Radio; and NBC Wall St. Journal Radio, in addition to numerous special Bloomberg broadcasts taped with Bill Gross (Janus) and Stephen Schork (the Schork Oil & Energy Report), as well as the Ashley Webster Experience II special radio broadcasts and podcasts on Fox Business Radio.

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, 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*. **Gretchen Morgenson**, Pulitzer Prize winning *The New York Times* Business Editor and "Money & Markets" and *The Wall Street Journal* columnist wrote: "Burt Flickinger is the best analyst in retail, period." [Gretchen Morgenson, The New York Times](#)


**Bob Niedt**, *Kiplinger's* Online Editor, wrote on retail, "Burt, as always, the greatest insight from the brightest mind I know in this business!" Legendary **Kroger/Fred Meyer CEO Dave Dillon** (who recommended Burt and SRG to JANA Partners) wrote: "Burt, I have long felt you were the most insightful observer (actually participant) in the retail/grocery space..." The President of Tropicana (then regional brand(s) working on going national and international) described Burt's knowledge and abilities as "breathtaking". **Neil Cavuto**, Senior Vice President, Anchor & Managing Editor of Business News for Fox News Channel and Fox Business Network, and host of *Cavuto: Coast to Coast*, described Burt as "retail analyst extraordinaire". World renowned retailing, marketing, and branding leader, Norman Mayne wrote re. Burt Flickinger as "The best always, and always will be!"

Leading publications have referenced Mr. Flickinger's research and analyses thousands of times in the last 3 decades in business and news print/on-line media including *The Wall Street Journal*, *New York Times*, *Los Angeles Times*, *USA Today*, *Investors Business Daily*, *Washington Post*, *Bloomberg*, *Forbes*, *Fortune*, *Business Week*, *Money*, *Worth*, *Smart Money*, *CNN Money*, *Chicago Tribune*, *Adweek*, *Time*, *Newsweek*, *The Economist*, *Financial Times (London)*, *Le Journal du Grand Commerce/French Retail Magazine*, *Advertising Age*, *Brandweek*, *Chain Store Age*, *Supermarket News*, *Shopping Center News*, *The Daily Deal*, *American Banker*, *Discount Store News*, *Drug Store News*, *Gourmet*, *Progressive Grocer*, *MMR*, *AP (Associated Press)*, *Reuters*, *Dow Jones*, et al., as well as major daily news, business, industry & special publications. Burt has written numerous articles including "Black Friday & Retail, Amazon & Social Irrelevancy" Op-Ed ([link to article](#)).

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, 5<sup>th</sup> rebuilt Volvo, well into its 2nd 100,000 miles, with his overtired raincoat, pockets stuffed with notepad, camera, and bottled water, always working on his leading edge, innovative consumer, retail, and competitive analyses, to keep ahead of the industry. The Editor of (Retail) *Chain Store Age Executive* referred to Mr. Flickinger as the "Nostradamus of Retailing", because of his consistent accuracy of his facts in his consistently accurate forecasts of the future.

Flickinger is a charter member of Dean David Call's & Dean Kathryn Boor's *Entrepreneurship at  Board*, which developed the fully integrated Cornell graduate & undergraduate program under the aegis of great Director Zach J. Shulman, Esq.

# Burt Prentice Flickinger, III (continued)

Burt serves on the Cornell Women's Varsity Ice Hockey (WIH) Advisory Council ([Cornell Women's Ice Hockey](#), [ECAC Standings](#), [Cornellians Power Canada to Women's Hockey Gold](#)) along with Head Coach Doug Derraugh ([Cornell Alumni Magazine article](#)) and Director of Hockey Operations, Louise Derraugh, co-led by Hall of Fame Coach Richie Moran, who is the inspiring leader and author of *It's Great To Be Here!*

[Brilliance, Humor and Compassion: A Window Into Richie Moran's Inspiring Life](#)  
[RichieMoran.com](#)

*The Cornell Daily Sun*, May 3, 2017

Burt also serves on the WIH Advisory Council with Digit Murphy, a Coach Moran Award Winner & Legendary Worldwide Women's & Sports Leader ([link to Forbes article](#)), Flickinger Schweitzer, Sarah Gelman Carney, John A. Gaines IV, Alison Norton, Dr. Gene German, *Ph.D*, Nancy Harkness, *Esq.* (daughter and "Co-Captain" with Hobey Baker Award winner, Ned Harkness, [1998 Legend](#) of College Hockey), Dr. Deb Perosio, *Ph.D.*, Tim Vanini, Paige Lewis (Cornell, 2021), Kathy & Jim Mills, Cindy Schlaepfer, Diane Duthie, *et al.*



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, and Dr. Gene German.

Burt was on the Cornell Board that helped assess the need to form **Cornell Undergraduate Business School, The Dyson School** – founded by the Dyson Family.

Burt is on the Advisory Board of CIFS (Cornell Institute for Food Systems), which works to "advance cutting-edge industry science...and industry practice...that pushes...the forefront of research, development, and technology."

When numerous retailers & wholesalers filed for bankruptcy and/or liquidation, Burt has done meaningful bi-partisan *pro bono* work for the retailers & wholesalers, including: the JLMC (Joint Labor Management Council), UFCW International, UFCW Canada and U.S. and Region Councils, BCTGM (Bakers), and Teamsters (IBTW), especially to help save jobs in bankruptcies.

Burt worked *pro bono* with U.S. Senators Charles Schumer, Sherrod Brown, **Daniel P. Moynihan**, Governor Ed Rendell, and Congressmen **LaFalce**, Quinn and **Reynolds**, and Assemblymen **Mickey (Michael) Kearns**, the 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 remain viable through bankruptcies.

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, logistics, real estate and design and solar energy insights, and effective competitive and consumer strategy**. **Mr. Flickinger has consistently made prescient and material global commodity production predictions to significantly increase procurement profits. Burt has waived all professional fees and asks the company to make a tax deductible contribution to education (ideally, the Cornell Entrepreneurship &/or CIFS 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 Ferguson's** and the **Trustees' Development Leadership Council**, and late/great Tom Lingel, Pam Fleisher, Ruth Robertson, "A.P." Andrew Price, Ken Kaess, Marion Kellogg and Mrs. Ann Rogatz, who were legendary visionaries for legendary world-class concerts and activities at Vassar, and reportedly put Harvey & Bob Weinstein's U. Buffalo operations to "shame by comparison".

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 Blackbyrds, **Paul Winter Consort**, Stan Kenton's Big Band, the **Brecker Brothers**, **New Riders of the Purple Sage**, the Coasters, the **Crystals**, the **Chiffons**, the Chambers Brothers, David Bromberg, Laura Nyro, **Keith Jarrett**, Kool & the Gang, **Seals & Crofts**, **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 being chopped in half to hang over the door of the **New York's Hard Rock Café**) and a 1961 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

# Burt Prentice Flickinger, III (continued)

General Georgy Zhukov, George S. Patton, Jr., and “Bull” Halsey and analyzing regional national and international business journals and books ranging from Stanford Professor’s Jim Collins, *Good to Great*; 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) at Vassar College. Burt was the only male first elected to the Student Government Association (SGA) Executive Committee (all 4 years) and to head S.E.C. (major concerts, dances, films, lectures, special events) (all 4 years) and to write for the *Vassar Students News* (4 years with 3 years on the Editorial Board, as well as Sports Editor covering national and international stories from the U.S. to Europe. Burt worked with late/great **Anthony (Tony at Vassar College) Bourdain** to promote concerts before he matriculated to CIA (Culinary Institute of America) one exit north to start his great, legendary culinary career.


Burt’s mother, **Dr. Bonnie G. Flickinger**, a Professor of Languages & Cultures, translated/interpreted five European languages at four of the past six **Olympiads**. She has a Ph.D. in psycho-linguistics and human psychology and teaches on religions and cultures of the Middle East at Buffalo State University, University of Buffalo (U.B.), and teaches Financial Investment Management at the Trinity Institute. She has lectured for the last 28 years at the Chautauqua Institution.

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 ([Power 100 Women](#)). Catherine completed her M.B.A. with highest honors and is Executive Director of Development for the **Baird Foundation**. Catherine has led efforts to restore **Frank Lloyd Wright, Frederick Law Olmsted, Louis Sullivan, and Henry Hobson Richardson** historic architectural sites. ([Building Buffalo](#))

Catherine Flickinger-Schweitzer is a leader working with business, labor and government in developing the Niagara Frontier (U.S.) and Canadian NAFTA community. She served 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. Catherine is on the Cornell Women’s Ice Hockey Advisory Board with **Head Coach Doug Derraugh and Louise Derraugh, Director of Hockey Operations**.

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 National Preservation Trust Global meeting in Buffalo, NY (which it rated as one of the top 3 U.S. cities for inspiring historical architectural achievement). Catherine serves as Director of Preservation for the City of Buffalo, as well as serving on the FBI’s Citizen’s Advisory Board. [International Architecture Conference Turns Lens on Buffalo, Schweitzer to head panel tasked for cultural funding](#), [Schweitzer Replaces McDonnell on City Preservation Board](#), [Planning Begins for National Trust Conference in Buffalo](#)

Flickinger-Schweitzer was a co-leader with **Connie Constantine** and the **Stafford Family Foundation** to bring author, **James Joyce’s** most important original international 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 in Buffalo. Ms. Flickinger-Schweitzer and the Baird Foundation, with the support of Connie Constantine, produced the seminal documentary of **James Joyce’s** life and writings.

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**. Molly was the Chief Integration Officer for **Netscape** and is now CEO of **Wylei**. Molly was New York State tennis doubles champion three times and was on the Board of Trustees at Salisbury School. Molly is an expert in integrated media & social networking.

Burt’s wife, Catherine Merriam Raymond Flickinger, *Esq.* worked with **David Boies, Esq.** as a co-captain at world-renowned **Cravath, Swaine & Moore** before becoming Associate General Counsel at CBS.

At CBS, Ms. Flickinger worked with David Boies to successfully defend their friends, late/great **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.

# Burt Prentice Flickinger, III (continued)

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

For 25 years, Catherine R. Flickinger, *Esq.* was Executive Vice President/General Counsel, was part of Lagardère Sports Development with Arnaud Lagardère, and was on the Executive Committee of Hachette U.S.A. Media. She served on the Board of Directors of Jump Start Media. During this time, Catherine served as John F. Kennedy, Jr.'s general counsel for five years. Catherine is General Counsel & VP of NYIT (NY Institute of Technology), a leading worldwide undergraduate and graduate university.

Ms. Flickinger was *Phi Beta Kapa* at Penn, an editor of *Columbia's Law Review* with Editor-in-Chief Frank Blake (Home Depot, CEO & Delta, Chairman), and Catherine clerked for legendary U.S. Judge Moore.

In 2007, the New York Bar Association and U.S. Senator/Secretary of State Hillary Clinton honored Catherine R. Flickinger, *Esq.* as one of the top corporate general counsels. Also, she has co-taught media executive, undergraduate-graduate students and faculty executives on the media honors panel at Cornell University.

Catherine's father, **Dana Merriam Raymond, Esq.** ([link to article](#)), was a *Phi Beta Kappa* physics major (as a junior) and PAC 10 track distance champion at U. C. Berkeley. The U.S. government's Army Air Corps Mr. Raymond and his young friend, Professor & **Major Edwin Howard Armstrong**, were sent to the RAF in 1938 to develop radar with Watson Watt ---- that was instrumental in turning the tide vs. overwhelming odds to beat Nazi Air Marshall Hermann Goering and Hitler's Nazi Luftwaffe in the pivotal "**Air Battle of Britain.**" Edwin Armstrong, the inventor of FM radio & the key patents for color TV, received the prestigious Medal(s) of Honor awarded by the French Foreign Legion, IEEE Medal of Honor, & Edison Medal of Honor, as well as the Franklin Medal, as Lawrence Lessing wrote in his seminal book, *Man of High Fidelity, Edwin Howard Armstrong's Biography.*

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

David R. Flickinger, *Esq.* attended **Cornell University's** highly ranked (top 3 in the U.S.) Dyson Undergraduate School of Business (Applied Economics and Management). David graduated *cum laude* with 3.92 GPA 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 Cornell Board member **Ratan Tata** Cornell/Rockledge '64 and **Chuck Feeney**, winner of Cornell's 2010 **Icon of Industry** award. (Mr. Feeny co-founded Duty Free Shopper's Group/DFS and the Atlantis Group, which has made philanthropic grants exceeding \$8 Billion, including the lead grant for Cornell Tech's New York City campus, [link to article](#)). David Flickinger was chosen as a primary business development intern by Rhett C. Ricart, the CEO of **Ricart Automotive Group**. Ricart Group is Ohio's largest Ford automotive multi dealership network and one of the largest 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 was Notes Editor of the *Georgetown Journal of Legal Ethics*. David is a Senior Associate in corporate finance at Pillsbury, Winthrop, Shaw, Pittman, LLP.

Nick has degree in Psychology 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 team. 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**, Late/Great **Congressman Jack Kemp**, and former Bills' GM/**Coach Marv Levy** and great NYBBB.com co-founders **Matt Kabel**, **Matt Soreco** and **Kevin Smith**). Nick was an undergraduate intern for SRG, the PMA (Promotion Marketing Association), where he developed PMA's social networking system for its agencies. Nick was a successful summer intern at Publicis New York, where he worked on both the Nestlé & TGI Fridays teams. After competing with 2,000 applicants, Nick was chosen to start in the great Ogilvy & Mather Worldwide Marketing & Strategy agency's prestigious *Masters in Craft* Program after his Emory graduation. Nick won the Teacher of the Year Award at a leading East Harlem charter school. Nick is completing his Double Master's Degree in Education and Special Education (Grades 1-6) at Hunter College, CUNY, and worked at Public School #7 in Harlem, while working as an educator and children's tutor, as well as writing and illustrating children's stories and mobile art, including his rescue pets, Reggie & Bo.



# Burt Prentice Flickinger, III (continued)

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Through the years, David and Nick have teamed up with dad on retail and marketing slide “shoots” and special retail CEO presentations in between trips to Riverside Park, Yankee Stadium, Atlanta Braves’ SunTrust Park, Cactus League Baseball Spring Training in Arizona, Buffalo’s Key Bank Center and “The Ralph”/New Era Stadium (hoping after a century of collective family frustration, for the first Buffalo Bills Super Bowl winning season, or at least the first Buffalo Sabres Stanley Cup championship in one of our lifetimes).