

Plummer & Associates

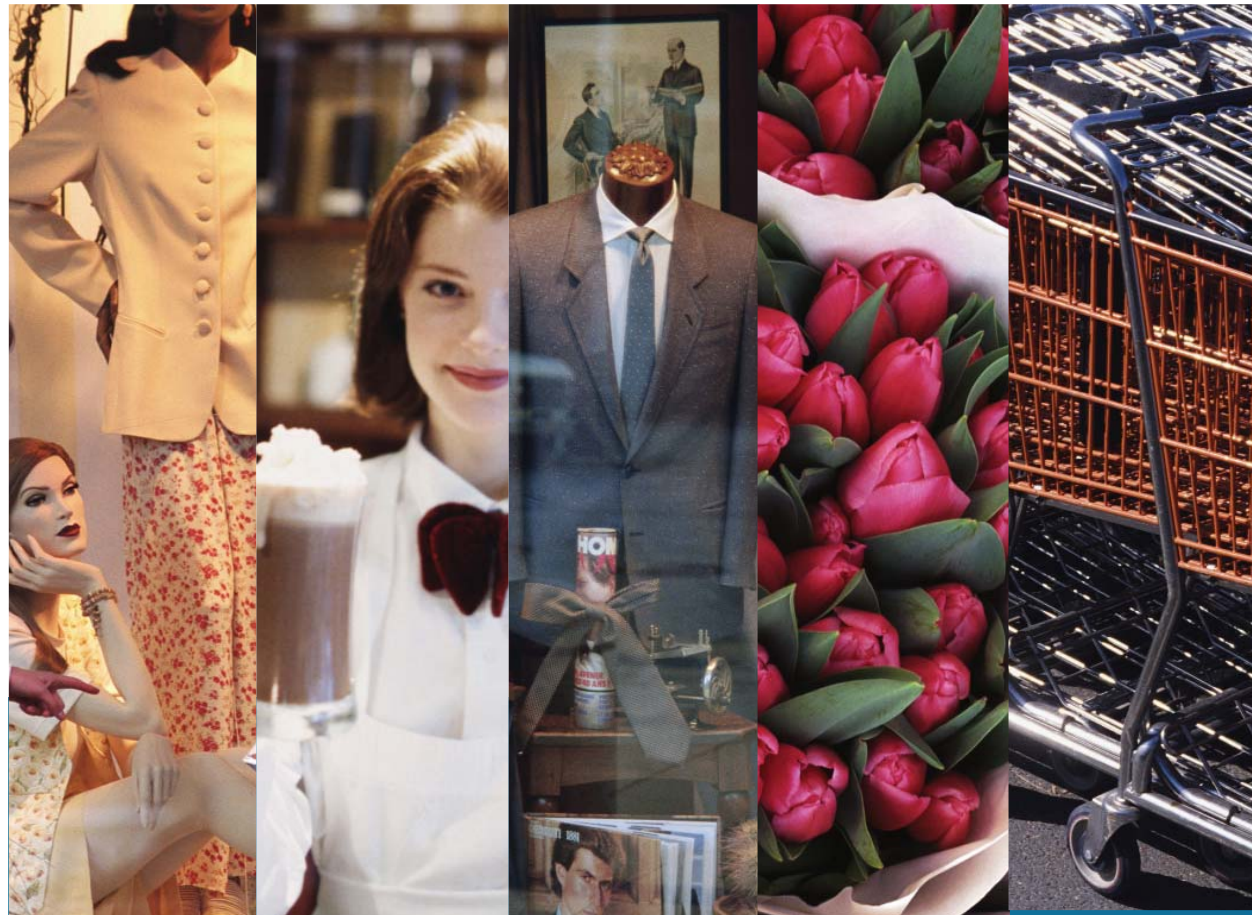
Focused on the
Retail Industry

Unique BusinessFit
Approach

Strategic Recruiting

Outstanding
Return on
Recruiting





Specialty
Retail
Juniors/
Promotional

Food Service
Quick Serve
Dining

Retail Services
Catalog
Direct
Marketing

e-Commerce
Direct Selling

Food/Drug
Stores
Off-Price
Stores

How do you know that
Plummer & Associates is the
right executive search firm for
your next placement?

Insight and experience.

Why engage a small and highly focused retail executive search firm?

You know that successful retailing requires special insights — and a special talent to transform those insights into reality. Big search firms are just now discovering what you've known all along: Identifying those exceptional individuals and ensuring a good fit with your organization requires more than a superficial "understanding" of your business. How do you know if you're thinking outside the box if you don't know what the box looks like?

The retail specialist with the expertise you need

By focusing exclusively on the retail industry, Plummer & Associates has gained the knowledge, experience and perspective of an expert. In this niche market, our reputation is on the line every day. We earn your trust — and keep it. We are tough judges of talent because we grasp the issues more deeply. We know the players. But more importantly, the pretenders.

Reaching Beyond the Expected

We often reach outside the retail industry to discover a specific talent. We have discovered that many disciplines are not as well developed or as sophisticated in the retail industry. We identify key executives in industries with analogous issues to your goals.

It is easy to recruit people from outside the retail industry into a retail position. To find those individuals who can be successful in the retail industry is our specialty.

Global Retailing Reach

One of the best-kept secrets about Plummer & Associates is our global experience. It takes marketing visionaries to bridge continents and cultures. Many of our successfully filled positions required candidates with international experience. We have built teams for leading retailers in Europe, Asia and Latin America. We have also built teams who have successfully led overseas owned ventures in the U.S.

From the beginning, we established relationships with both international retailers and independent search firms worldwide. We continue to develop and enhance these relationships. Based on your needs we can consult and refer work to be conducted in other countries and/or identify retailers abroad for U.S. positions.

Some are bigger, none is better

Because we're small, nothing is delegated. You work only with people who know what they are doing. We are not learning the retail business at your expense. At Plummer & Associates, we never end up competing with each other. Our searches are tightly coordinated to capture the best of team synergy and individual effort. Another critical reason for selecting a small, highly focused firm such as Plummer & Associates is that we carefully select the number of searches we engage in, so that you avoid missing outstanding candidates due to "off-limit" policies.

Most valued clients.

Whether you're a venture capitalist, a board member, on the management team or the human resource director we understand the various agendas, challenges, differences and issues each of our clients face first hand, because our consultants were once clients themselves.



**Horn & Hardart Automat,
Times Square, NYC**

Founded in 1888 in Philadelphia and opened first 'automat' format store in 1902. At peak there were 180 locations in NYC and Philadelphia. The last store closed in the 1970's.



The Plummer Difference

You know how important it is to have a defining difference in retailing. In retail executive search, the defining difference is Plummer & Associates.

What is a direct-to-consumer business?

Direct-to-consumer is a term not heard every day. Some oversimplify and just say "retail businesses," but retail is a very sophisticated, diverse and complex industry. Selling direct to the public rewards individuals who know how to react quickly to changes in consumer behavior without losing their strategic vision.

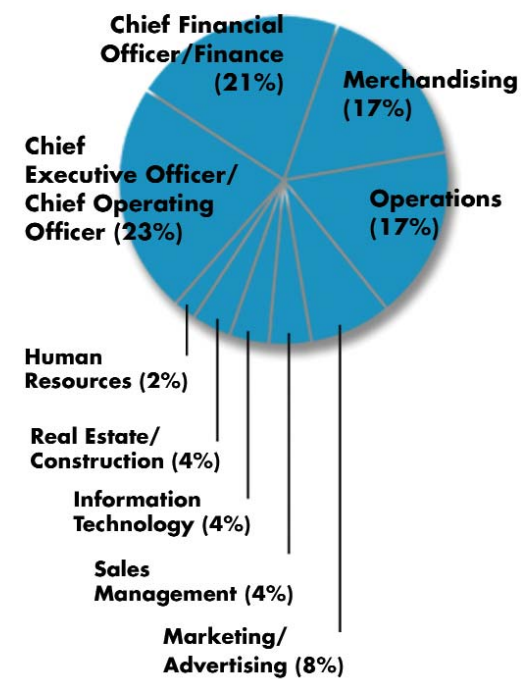
Why use a direct-to-consumer search specialist?

Only a direct-to-consumer executive search specialist knows what to listen for when assessing a client's needs. What it takes to be successful in retail is very different from other industries — and even varies dramatically from one retail segment to another. Knowing the critical success factors and having a clear understanding of the talent needed for direct-to-consumer businesses to succeed is our expertise.

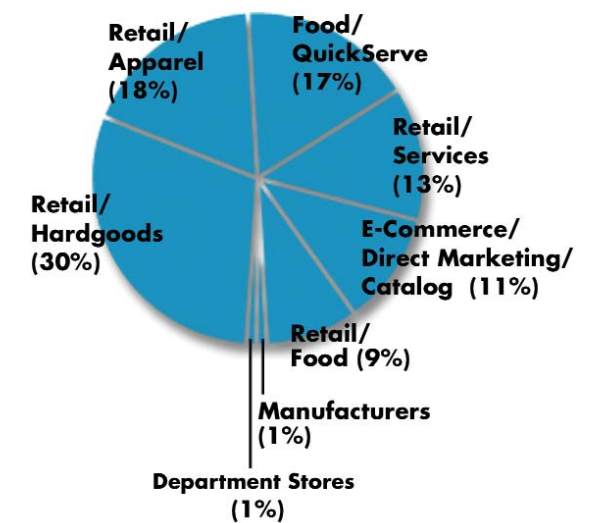
What's the secret?

The secret is really no secret at all. Regardless of the job specification, the ideal candidate must have the soul of a merchant. Merchants are a special breed. They're CEOs, CFOs and CIOs. They're strategists, visionaries, implementers, jugglers, margin growers and profit makers. They know how to plan and how to work a plan. They understand turns, customers, suppliers, timing, combinations, assortments, supply chains and winning. Plummer & Associates knows how to listen to a merchant because we speak the language. Plummer & Associates has in-depth experience identifying and placing successful executives across a broad spectrum of retail businesses. What's more, we possess the special insights it takes to make that happen on a consistent basis.

By Function



By Practice



“Businessfit” avoids pitfalls others encounter when they offer only “marquee” candidates or individuals that fit only a portion of the situation.

The Plummer Process

What does your business need?

Our approach zeros in on the success factors needed for your business to be successful. We call it simply "BusinessFit". Specifically tailored to the retail industry, our proprietary process carefully evaluates four critical attributes of a successful candidate: intellectual qualities, personal characteristics, experiences and skills... factors that go beyond buzzwords like "culture fit" and "chemistry."

By focusing on the business and its needs, candidates we present and place consistently have significantly higher success rates. Each situation requires a different combination of "business fit" attributes. Firms that routinely present "marquee" candidates miss the mark.



Intellectual Qualities
Experiences

Personal Characteristics
Skills

Focused Job Specification

Before we commit to doing a search we engage in in-depth study of our client's situation, the responsibilities of the position, and the personal and professional qualifications required of the successful candidate. We put all of this in writing. Our position specifications carefully describe the situations candidates will need to succeed in. Once we have a mutual agreement on the specification, it can be used by the candidates to begin their own due diligence for the interview process. This gives our clients an enormous advantage with potential candidates.



Planned Research

Based on the needs of your business, each research plan starts with our comprehensive proprietary database specialized in our served markets. It tracks key executives and their biographical materials, companies and industry trends. In addition, we maintain an extensive network of executive contacts in a broad range of industries who can recommend candidates not easily located by conventional means. Of course, we also access our library of directories and hundreds of computerized data banks.

The Interview

Interviewing is an art at Plummer & Associates. Because our Consultants have an in-depth knowledge of the industry, they conduct situational interviews that quickly and accurately reveal how well a candidate will fit your business. Our consultants are not easily impressed, they know the industry jargon and buzzwords and can separate the juice from the pulp.

Candidate Evaluations and Presentations

The insight, maturity and experience of our Consultants are crucial in the selection process. The Consultant prepares a comprehensive written report on each of the candidates judged to be especially well-suited for the position. This report contains factual information on the candidate's personal and professional qualifications, as well as the Consultant's evaluation of the candidate's compatibility with the client organization.



**Bullocks Wilshire,
Los Angeles**

Opened in 1929, this second store in the Bullock's chain met the needs of the new upscale neighborhoods of Hollywood, Beverly Hills, and Hancock Park. The store served the 'carriage trade' until it closed in the 1990's under the ownership of the R.H. Macy Co. John Plummer started his career with Bullock's.



Going the The Extra Mile

Video Conferencing

The best way to screen potential candidates is face-to-face interviews. In order to add speed and accuracy to the interviewing process, Plummer & Associates operates state-of-the-art video conferencing facilities at each location. Integrating our offices into a network of domestic and international centers helps keep expenses in check.

Travel Services

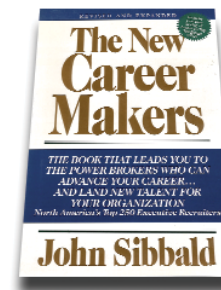
Every detail of the search process reflects on our clients. To best represent our clients, our travel consultant, with over 18 years of experience, arranges all candidate travel to client meetings including flights, hotels and rental cars as needed. We can act quickly to make alternate travel arrangements if interviews last longer than anticipated or if flights are cancelled or delayed. We reimburse candidates for expenses on a timely basis. There is no additional cost to clients for this service.

Reference Checking

No search is complete without thorough reference checks on finalist candidates. After establishing a mutual interest in a candidate, we conduct extensive reference checks and verify educational credentials. Through in-depth interviews with superiors, peers, subordinates and others who have actually witnessed our candidate's performance, we assemble a complete and objective evaluation of the candidate, validating their stated achievements and confirming management style, potential for growth, personality characteristics, and interpersonal skills. Our consultants present their findings in a comprehensive confidential report on each candidate.

Optional Services

Through our relationships with well-regarded consultants, we can arrange for the psychological testing and evaluation of finalist candidates.



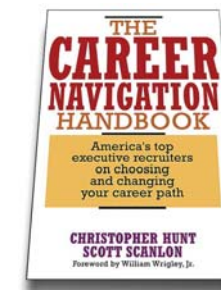
The New Career Makers

Plummer & Associates is listed as one of the Top 100 Executive Recruiters in North America in John Sibbald's best seller.



The Rites of Passage

at \$100,000 Plus, the world's number one selling book on executive job changing and career management, lists Plummer & Associates as a Rites-Honored Recruiter.



The Career Navigation Handbook –

Plummer & Associates wrote the chapter on employment in the retail industry for this book published by John Wiley & Sons and released in the spring of 2004



John Wanamaker, Philadelphia.

This is the first John Wanamaker store, circa 1880, formerly the railroad station. In early 1900 a new store was built. John Wanamaker later merged into Carter-Hawley-Hale Stores. The newer John Wanamaker store in Philadelphia is now a Lord & Taylor store.



The Plummer People

John Plummer

With over 30 years experience in human resources management and search consulting, John has developed a highly consultative approach to executive recruiting not found elsewhere.

Before forming Plummer & Associates, John was the partner leading the retail practices of both Ward Howell International and earlier Korn Ferry International. As a human resources executive, he held senior management positions with major retailers, including FedMart, Federated Department Stores and Dayton-Hudson Corporation. Abraham & Straus, Mervyn's, and Bullock's are among the specific divisions in which he served.

John has BA and MBA degrees from the University of Southern California. John is listed in John Sibbald's *The Career Makers*, published by Harper & Row. In addition, *Rites of Passage* at \$100,000 by John Lucht lists Plummer & Associates.

Susan Gill

As senior consultant with over 12 years of experience in retail executive search, Susan is a master at identifying the unique candidate for the position.

Before joining Plummer & Associates, Susan was an associate at Ward Howell International. Prior to becoming a search consultant, Susan worked for a major advertising agency in New York, Canada and Australia. She holds a bachelor's degree in mathematics and a M.Ed. degree from Georgia Southern University.

Kathy Mackenna

Joining the firm in 1993, Kathy coordinates Plummer & Associates' video conferencing services using her exceptional organization skills and meticulous attention to detail. Kathy is a graduate of the University of Buffalo.

Dina Lokets

As Director of Research at Plummer & Associates since 1999, Dina, who is multilingual, brings 20 years of national and international research experience to the firm. Dina has a masters in library sciences from the Moscow Institute of Printing Arts.

Heidi Plummer

Heidi excels at getting candidates in front of clients. With her extensive travel industry experience, Heidi coordinates logistics in addition to being chief administrative officer at Plummer & Associates. She is a graduate of Loyola Marymount University.



**The Emporium,
San Francisco**

This is the San Francisco store the day after the earthquake of 1906. After rebuilding, the store remained open until the 1990's. At one time this was the largest store in the West.

Notable Assignments

Chief Executive Officer / Chief Operating Officer / President

Anthropologie

President — Successfully led the division from one to over 35 stores

Crate & Barrel

Chief Administrative Officer

Borders Group

Chief Executive Officer — Promoted to Chairman

Beautyco

Chief Executive Officer

Garden Ridge Corporation

Chief Executive Officer

Hollywood Entertainment

President – Game Crazy Division

Hot Topic!

Chief Operating Officer

Jackson Hewitt

Chief Executive Officer

J Peterman

President Retail

Levitz Furniture

President/Retail Operations — Promoted to Chairman

Pearle Vision

President

Starbucks Coffee Company

President/North American Retail

Storehouse (London)

Managing Director - British Home Stores Division — Promoted to Chairman Storehouse.

Store of Knowledge

Chief Executive Officer

Sylvan Learning Centers

President

Too, Inc.

Chief Operating Officer

Ulta

Chief Operating Officer

Utrecht Art Supplies

President/CEO

Chief Financial Officer/Finance

1-800-CONTACTS

Chief Financial Officer — Promoted to Chief Operating Officer after successful IPO

24 Hour Fitness

EVP/Chief Financial Officer

VP/Treasurer

Assistant Treasurer — Strategic Planning

Assistant Treasurer — Financial Risk Management

Director, International Product (Hong Kong)

Director, Financial Planning and Analysis

Afterhours Formalwear

Chief Financial Officer — Sale of company to May Department Stores Company

Cheap Tickets

Chief Financial Officer — Successful IPO

Dekór

Chief Financial Officer

Dots

Chief Financial Officer

Elder-Beerman

Chief Financial Officer

Hollywood Entertainment

SVP/Finance

Jamba Juice

Chief Financial Officer

Director, Financial Analysis

MXG / Fashionmall.com

Chief Financial Officer

People's Pottery

Chief Financial Officer

SkinMarket

Chief Financial Officer

Starbucks Coffee Company

Chief Financial Officer — Promoted to EVP/Chief Administrative Officer

Tokyo Pop

Chief Financial Officer

Ultimate Electronics

Chief Financial Officer

Urban Outfitters

Chief Financial Officer

ZANY Brainy

SVP/Finance

Operations

24 Hour Fitness

SVP/Operations

Regional VP/Operations

Barnes & Noble

General Manager – Café Operations

Best Cellars

VP Store Operations

Dots

Chief Stores Officer

Hollywood Entertainment

SVP/West

SVP/East

Things Remembered

SVP/Sales and Operations

Ulta Salon, Cosmetics & Fragrance

SVP/Sales and Operations

Ultimate Electronics

General Manager – Builder's Division

Xando/Cosi

SVP/Operations

Marketing

24 Hour Fitness

Chief Marketing Officer

Connection Academy

VP – Marketing

Princess House

Director/Product Development

Red Lobster

VP/Marketing

Sylvan Learning

VP – Product & Services Development

Things Remembered

VP/Marketing and Merchandising

Merchandising

Circuit City

EVP/Merchandising

VP/Merchandising

Starbucks Coffee Company

VP/Merchandising

Starmarkets

VP/GMM

VP/MM

Things Remembered

VP – Merchandising

Too, Inc.

VP/Merchandising Mishmash Division

Ulta Salon, Cosmetics & Fragrance

SVP/Merchandising

ZANY Brainy

Chief Merchant — Promoted to

Chairman/CEO

SVP/GMM

Other

Too Inc

Chief Information Officer

24-Hour Fitness

VP – Construction

VP – Procurement

SVP – Real Estate

VP – Group Sales

Regional VP Sales

Human Resources

ACA Financial

VP – Human Resources

Circuit City

SVP/Human Resources

Garden Ridge Corporation

SVP/Human Resources

Panera Bread Company

SVP/Human Resources

24 Hour Fitness

SVP/Human Resources and

Chief Culture Officer

Board of Directors

Dress Barn

Board Member

Guitar Centers, Inc

Board Member

ZANY Brainy

Board Member

Are you a Business Fit candidate?

If you are a senior executive in the retail, retail services or food services industry we would like to have your credentials in our database. You should know that we only conduct retained searches for specific positions with specific specifications. While we will accept unsolicited résumés, our professional researchers carefully review all data. Credentials that do not match the needs of our primary focus are purged from our system.

When submitting your résumé we suggest the body of your e-mail contain a cover letter with your ability to relocate, compensation and the types of opportunities you feel you are most qualified for. Place your résumé as a Microsoft Word attachment into the e-mail. If you follow these recommendations and your background matches the industries we specialize in, your information will be entered into our proprietary database.

Only after you meet with one of our principle consultants for an in-depth interview, will your credentials be presented to a client.

Post your résumés to resume@plummersearch.com



J.C. Penney Company, Kemmerer, Wyoming

This is the first store in the J.C. Penney chain as it looked in the early 1950's.

Plummer & Associates

Excellence in Executive Recruiting

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