

Company Overview



ideatecreateexecute

Profile

AIRVISION

CEO and Founder

Arthur Rubinfeld

**Managing Director/
COO**

David Barrows

**Managing Director/
Brand & Location
Strategy**

Jayson Tipp

**Director
Locationing
Analytics**

Mark Austin

Creative Director

Bill Sleeth

Based in Seattle, Washington AIRVISION is a full service, turn-key development consulting group. AIRVISION specializes in direct to consumer brand positioning and the development of growth strategies and operational plans for consumer oriented companies worldwide.

Our firm ideates, creates and executes growth strategies for multiple retail channel development including retail stores, web and catalogue in the retail, restaurant/food service, financial services and manufacturing industries.

All of AIRVISION's principals have worked with emerging growth companies including:

- Starbucks Coffee
- Apple
- Nestle
- PepsiCo.
- The Limited

specialty areas

- Retail concept ideation and P&L development
- Restaurants and food concept positioning
- Retail real estate location analytics
- Real estate/site selection
- Entertainment and media business positioning
- Packaging design

The AIRVISION Process Delivers Results

AIRVISION helps enduring brands reach their full potential by identifying profitable growth opportunities and providing both the strategy and execution support to meet a client's business goals.

Ideate

Deep dive on category / market opportunity

- Key findings
- Strategic recommendations
- Break-through, visionary ideas

Create

Strategic planning, concept development

- "Inject" new thinking
- Complete brand positioning and design physical environment
- Challenge status quo
- Develop business plans

Execute

Implementation of business strategies

- New processes
- Accountabilities by category
- Real estate expansion
- Measurement tools to empower results

AIRVISION is known for leading-edge, visionary work in integrated brand positioning, consumer behavior insights, retail design and retail locationing that delivers:

- Improved results from market development efforts and invested capital
- Higher revenues
- Improved profit margins
- Increased ROI
- Enhanced long-term viability



Clients

Support from concept to execution:

In three years, AIRVISION has developed a world-renown client base:



Shared Media Licensing

project : **adidas**

client : adidas US [Portland, Oregon]
Brand mission: To be the leading sports brand in the world.



description

- Wrote the Global Strategic Opportunity Plan for adidas U.S.
- Provide benchmarking for the retail store business economic model.
- Execute three year store expansion throughout the U.S.
- Develop the operations P&L for the Performance Store.
- Develop 'Store format optimization strategy'.

results

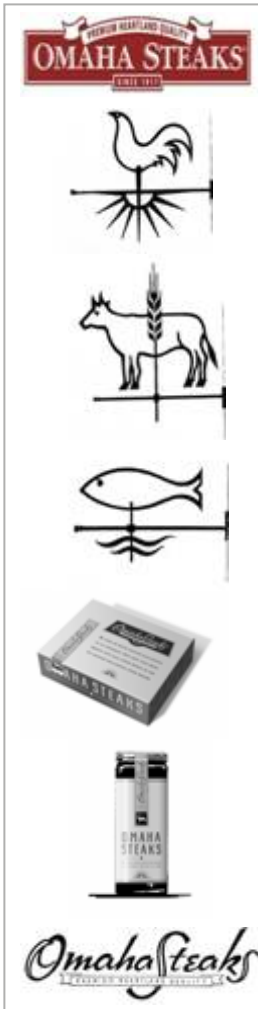
- Board of Directors acceptance of growth plan presented in 'Global Strategic Opportunity' for adidas U.S. expansion.
- Retained to represent adidas nationwide and execute rollout per three year plan.
- Implementing optimum economic model in Performance Stores.

project :

OMAHA STEAKS

client :

Omaha Steaks [Omaha, Nebraska]
\$300 million, privately held and America's largest direct shipper of meat, poultry and seafood.



description

- Develop retail store business and economic model.
- Develop strategic plan for operations and provide hands on execution to lead Omaha Steaks in an aggressive retail growth initiative.
- Provide quantitative consumer insights and research.
- Lead store development process, including site selection, lease review, negotiations and outsourced Real Estate management.
- Provide Real Estate analytics including Geo demographics and Hot Spot mapping for targeted locationing throughout the U.S.
- Retail concept ideation, design and execution, including in-store graphics, iconography and merchandising development and execution.

results

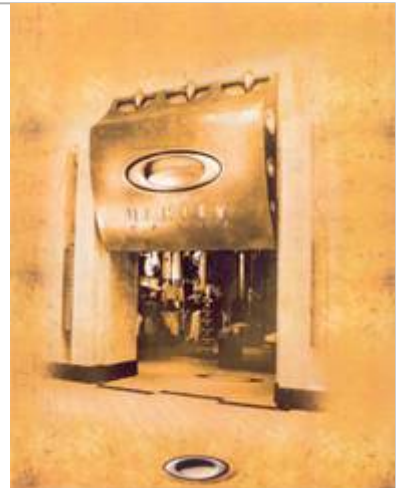
- Omaha Steaks has launched an aggressive store division growth plan driven by AIRVISION operations, marketing and real estate strategy and direction.

project :

OAKLEY

client :

Oakley [Orange County, California]
\$450 million public manufacturer and retailer of lifestyle products



description

- Develop strategic plan for operations and store expansion plan.
- Lead Real Estate development process, including lease review and negotiations.
- Provide Real Estate analytics including Geo demographics and Hot Spot mapping for targeted locationing.
- Develop a short and mid-range growth plan, including store development goals.
- Build an in-house retail management team.
- Retail concept ideation.

results

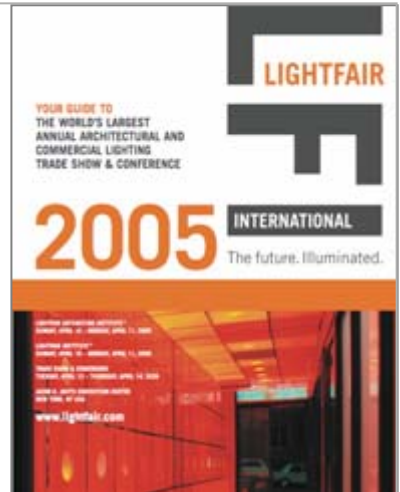
- Oakley's retail business unit has grown to \$30 million annually.

project :

LIGHTFAIR INTERNATIONAL

client :

America's Mart [Atlanta, Georgia]
America's leading specialty tradeshow management company



description

- Develop and implement new convention show branding, layout and communication platform.
- Redesign brand logotype and tagline and create a signature brand color and typography.
- Design show signage, graphics, layout and architectural icons.
- Create and execute a Public Relations plan that successfully leverages the new brand positioning.

results

- 64% increase in 2005 attendance by target groups including product specifiers and architects at Javits Convention Center in New York, NY.
- Major increase in presale bookings for follow on year 2006 Las Vegas show.

project : **POTBELLY**

client : Potbelly Sandwich Works [Chicago, Illinois]
Private rapidly growing fast casual "Hot Concept" restaurant chain



description

- Develop strategic plan for operations and rapid store expansion working closely with management team to meet the company's growth goals..
- Lead the initial Real Estate development process, including site selection, lease review, negotiations and property management.
- Provide Real Estate analytics including Geo demographics and Hot Spot mapping for targeted locationing.
- Develop a short and mid-range growth plan, including store development goals.
- Assist in recruiting and building the in-house store development department.
- Provide input on concept ideation.

results

- Potbelly has grown from under 15 stores to over 80 units in ten MSAs.

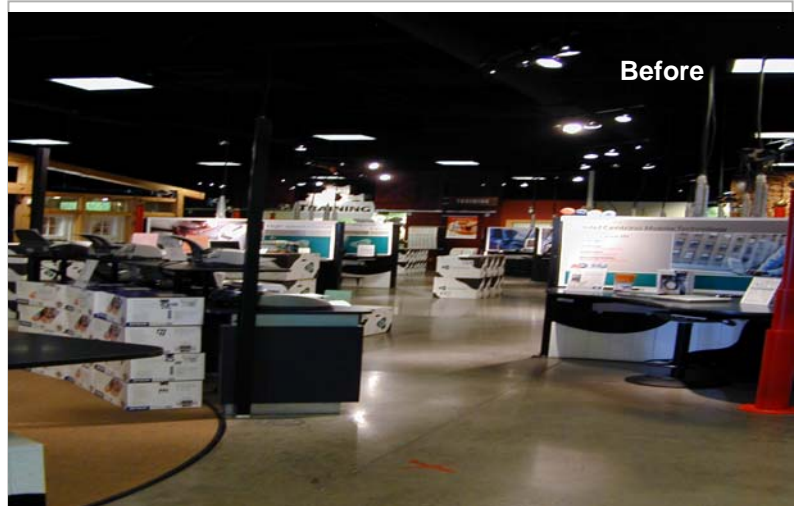
project :

GATEWAY

client :

Gateway Computers [San Diego, California]
Billion dollar public computer and consumer electronic retailer

Gateway.



description


- To jumpstart rebranding of Gateway when the founder Ted Waitt was brought back in 2001. AIRVISION developed a new retail store business and economic model.
- Concept ideation, design and execution, including in-store graphics and visual merchandising work was executed in under ninety days.
- Participated in corporate PR and financial presentations that supported a 3x increase in share price.
- Executed five flagships and remodeled the entire fleet of 185 stores in six months, start to finish.

results

- Gateway's stock tripled in value as AIRVISION presented the design vision and executed the new store format rollout. New pilot stores had a 42% increase in sales.
- AIRVISION was presented a SADI 2004 design award.
- In early 2004, Gateway purchased eMachines. Due to channel conflict with eMachines' distributors/retailers, Gateway shuttered their retail stores.

project : **SAM GOODY, MEDIA PLAY, SUNCOAST**

client : Musicland, Inc. and Sun Capital Partners [Minneapolis, Minnesota]
50 year old retailer of recorded media with over 900 stores in 3 brands



MUSICLAND GROUP INC.

MEDIA PLAY

sam goody

SUNCOAST
The store for movie lovers.



description

- Quantify market opportunity for expansion and growth challenges
- Develop store growth and market expansion strategy
- Create sales forecasting and portfolio analysis models for each brand
- Provide specific recommendations for remodels, relocations, and store closures

results

- Musicland executed store closures and remodels across each brand which has resulted in a return to profitability for the company
- Musicland has planned new store growth based on AIRVISION's growth strategy

project :

KOHLBERG, KRAVIS, ROBERTS & CO

client :

KKR [Palo Alto, California]
Leading American Icon merger and acquisitions firm



description

- Conduct on-site review of 25% of Eckerd portfolio to determine state of facilities
- Develop strategic portfolio analysis based on trade area opportunity and facility status
- Audit internal real estate processes and make recommendations for reorganization and refinement
- Prepare report and make recommendations on portfolio repositioning and strategic opportunities for future growth

results

- AIRVISION strategic analysis and recommendations presented to investment bankers in support of KKR bid for Eckerd acquisition

project :

BLUE C SUSHI

client :

Blue C Sushi [Seattle, Washington]
Kaiten sushi restaurant startup



description

- Concept ideation, including company positioning in marketplace.
- Real estate site selection.
- Brand presentation development guidance.

results

- One of the most successful new concepts in the U.S.
- Recognized for being the leader in their category.
- Successfully opened their second unit in University Village, Seattle.

project :

ELEPHANT PHARMACY

client :

Elephant Pharmacy [Berkeley, California]
First store in the country to offer a full-service herbal pharmacy and a state-of-the-art prescription pharmacy under the same roof

elephant
pharmacy



description

- Support concept ideation and company positioning in marketplace, real estate expansion strategy and brand presentation with Chairman.

results

- Unique new concepts based in Northern California.
- Recognized for being the leader in their category. Building their third store.
- Successful Elephant-branded products, include the highest quality vitamins, herbs, natural cosmetics and body care products.

Profile

AIRVISION



Arthur Rubinfeld
CEO and founder

Upon earning his Master's degree in Architecture and Urban Design from the University of Colorado, Arthur practiced architecture and is NCARB certified nationally.

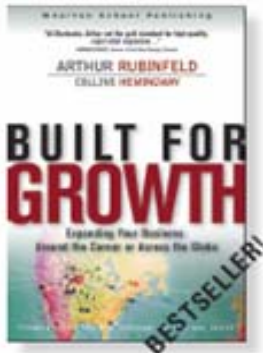
Known for leading-edge, visionary work in integrated brand positioning, marketing, and retail design, AIRVISION was founded by Arthur Rubinfeld in 2002 to specialize in brand positioning and the development of growth strategies and operational plans for consumer oriented companies worldwide.

Arthur served as the Executive Vice President at Starbucks Coffee Company responsible for the planning and execution of Starbucks retail brand design, positioning, real estate, and store growth strategies. His oversight in building Starbucks Coffee into one of the world's most recognizable brands and spearheading Starbucks expansion globally helped establish Starbucks as the "Gold-Standard" of retail branding, concept growth, and quality customer service. During his ten years with Starbucks, Arthur built a successful, multi-faceted store development and design organization with the talent, in-house processes, and systems necessary to execute rapid expansion. Under Arthur's leadership Starbucks grew from 100 to over 4,000 stores worldwide. Arthur participated in creating the Starbucks approach to ensuring the highest quality service levels for customers and was closely involved with the company's strategic planning as well as the formation of several Strategic partnerships including joint venture developments with Earvin "Magic" Johnson and Wells Fargo Bank.

Mr. Rubinfeld's bestseller book, ***"Built for Growth" – Expanding Your Business Around the Corner or Across the Globe*** published by Wharton School Press is in its third printing and available at www.amazon.com or at your local bookseller. Arthur covers a unique branding, business model infrastructure, retail site selection, innovation, and delivering customer experience. He shares his knowledge about envisioning, building, launching, expanding and sustaining winning retail brands. Visit www.builtforgrowth.com for more information.

publications

“Built For Growth – Expanding your business around the corner or across the globe”
Wharton School Press/Prentice Hall Publishing



By Arthur Rubinfeld

“BUILT FOR GROWTH”

Released April 2005 is in its third printing

Retail is the hardest business that is easy to get into. You can succeed however, and succeed big. Built for Growth, written by Arthur who helped build Starbucks’ success, shares a proven, holistic approach to conceiving, designing and executing your retail business plan: creating exciting concepts, expanding their stores in local markets, expanding rapidly nationwide to “put the game out of reach,” and keeping your brand fresh and relevant, year after year.

As the Executive Vice President at Starbucks Coffee Company responsible for the planning and execution of Starbucks retail brand design, positioning, real estate, and store growth strategies. His oversight in building Starbucks’ Coffee into one of the world’s most recognizable brands and spearheading Starbucks expansion globally helped establish Starbucks as the “Gold-Standard” of retail branding, concept growth, and quality customer service. During his ten years with Starbucks, Arthur built a successful, multi-faceted store development and design organization with the talent, in-house processes, and systems necessary to execute rapid expansion. Under Arthur’s leadership Starbucks grew from 100 to over 4,000 stores worldwide. Arthur participated in creating the Starbucks approach to ensuring the highest quality service levels for customers and was closely involved with the company’s strategic planning as well as the formation of several Strategic partnerships including joint venture developments with Earvin “Magic” Johnson and Wells Fargo Bank.

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Upon earning his Master’s degree in Architecture and Urban Design from the University of Colorado, Arthur practiced architecture and is NCARB certified nationally.

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AIRVISION



David Barrows
**Managing Director/
COO**

Dave's career includes broad and varied experience spanning brand management, marketing, merchandising, and operations with foodservice, restaurant, retail, and technology firms. AIRVISION clients benefit from Dave's experience working for some of the world's top global brands including Mattel, Nestle, PepsiCo, Gateway, and Apple computer. In addition, he has developed co-branded concepts with Disney and Macy's, and served as the chief executive in three ground-up, entrepreneurial ventures (World Wrapps, Boudin's Bakery, and Shop-Eaze Systems).

Dave's results-oriented style is evidenced in his accomplishments for firms like Nestle- managing and building \$100 million brands; Boudin's Bakery - increasing sales 50% over 2 years through channel development; World Wrapps - doubling EBITDA over 2 years; and, Apple Computers- crafting a small business strategy targeting \$100 million in sales in year 1. Additionally, Dave's resume includes introducing and implementing the breakfast menu at Taco Bell, and brand repositioning at Sizzler.

Dave has also worked with the investment bank and venture capital community, raising investment financing in three different rounds. Dave's combination of fundamental business knowledge and entrepreneurial experience provide client's access to a unique skill set bridging marketing, business strategy, and operational execution.

Dave earned his Bachelor's degree from Cal State Fullerton and a Master's degree in business from University of Southern California.

Profile

AIRVISION



Jayson Tipp
**Managing Director/
Brand & Location
Strategy**

With over 15 years of professional experience, Jayson has worked with some of the world's top global brands including The Gap, Starbucks, Disney, Fidelity Investments, The Limited, Charles Schwab, Oakley, Gateway, and Washington Mutual. During this period, Jayson developed expertise in consumer and market intelligence combined with practical experience in market development strategy and strategic planning. As a result, Jayson has a unique ability to quickly understand business problems, develop analytics to assess the issues and convert analyses into business metrics and executable strategies. Jayson's technical skills are extensive in brand strategy, marketing analytics, and analysis. Currently a consultant with AIRVISION, Jayson supports his clients in the development of rapid brand expansion and growth strategies.

While at AIRVISION, Jayson has worked with clients such as Omaha Steaks to hone their retail offering, store design and store experience to match their brand attributes. He has crafted national retail expansion strategies for clients such as Gateway and adidas. For other clients like WAMU, Jayson has served as a strategist to identify new customer touchpoints or opportunities to present their brand in a compelling, profitable manner.

Jayson joined Starbucks in 1998 after completing a year consulting with The Limited divisions (Bath and Body Works, The Limited, Structure, Express, and Victoria's Secret) on the application of consumer database information for retail network optimization. Jayson's efforts there led to the development of several novel approaches to driving retail store traffic and understanding how to retain customers.

Prior to that Jayson supported numerous clients in real estate site selection, market planning, and marketing strategy and analytics as Director of Modeling at National Decision Systems (now part of Claritas). In that period, Jayson led several major engagements and developed novel methods for measuring brand opportunity that were immediately monetized by Claritas. That work has subsequently evolved into components of Claritas' current product line.

Jayson earned his Bachelor's degree in Public Administration and a Master's in Political Science at the University of Missouri, St. Louis. Upon graduation, Jayson served as a statistical analyst for the Epidemiologic Catchment Area (ECA) study, the first general population study of psychiatric disorders, at Washington University in St. Louis. Later, Jayson served over 6 years as a project manager for the multifaceted, multi-million dollar, 10-year Consortium on the Genetics of Alcoholism (COGA) study at the University of California, San Diego, primarily a survey research project. During this stint Jayson honed research methodology, survey research, and analytical skills as well as producing a list of publications in revered journals.

Profile

AIRVISION



Mark Austin
**Director
Locationing
Analytics**

Mark develops unique real estate locationing analytics for maximizing brand equity, developing consumer insight, competitive strategies, and execution which identify new opportunities across multiple channels.

His role at AIRVISION is primarily focused in market development and strategy, helping firms leverage consumer and market data to support growth through the business-savvy application of analytical techniques such as statistical and spatial analyses.

Prior to joining ARIVSION, Mark was the Sr. Market Planning Analyst for Starbucks Coffee Company in both North American Strategy and International Asset Development. Mark has over 8 years of experience working with retailers addressing mission-critical issues mostly related to capital investment and store portfolio management strategy. He has developed sophisticated management information systems that support retail network expansion, and capital expenditure strategies. He has led engagements in several Asian and European countries.

While at Starbuck's coffee, Mark's work concentrated on optimizing store planning and assortment of the 7,000 worldwide store portfolio, helping field development teams with the execution of licensed and company-owned stores. Mark provided analysis and recommendations to the Store Development Business Unit which identified \$100m incremental profit opportunity from improved development site selection decisions, resulting in a 20% improvement in ROI analysis. Mark developed data frameworks and needs analysis for network planning, market holding capacity analysis, "hot-spot" analysis, store assortment planning and category sales forecasting resulting in a development strategy shift to less risky markets and better retail investment decisions.

Mark served as an Implementation Manager of Geographic Business Information Solutions where he directed the firm's consulting activities in the Restaurant Industry. He currently advises for Starbucks Information Warehouse and Business Intelligence Strategy as well.

Mark holds a BS from the University of Central Arkansas in Geography and Business. He is also a technical expert in the field of Geographic Information Systems (GIS).

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AIRVISION



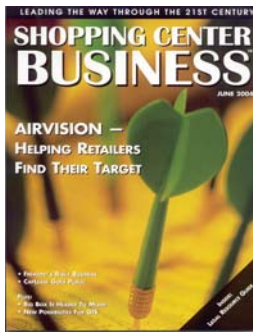
Bill Sleeth
Creative Director

Throughout his 20-year career, Bill has excelled in a variety of creative endeavors and industries, initially in architectural design and more recently in senior creative roles in television, exhibit and retail design. As the creative director at AIRVISION, Bill builds upon the team's brand strategy, store economic model, real estate and operations expertise to create dynamic, profitable, award winning retail environments.

Bill is also a co-founder of Vizwerks, a Portland Oregon based creative services agency with expertise in commercial and retail environments, furniture, display and graphic systems.

Previously, Bill was involved in a number of notable projects from high-end residential architectural design, to the development the Starbucks retail environments to Production Design and Writing for Bill Nye the Science Guy on PBS. His work on the latter project resulted in Emmy awards in 1996 and 1997 when he received a Daytime Emmy Award for outstanding writing in a children's series for "Disney Presents Bill Nye the Science Guy" PBS/Syndicated.

publications



strategy+business



Out Of Thin Air

Seattle-based AIRVISION is a one-stop idea factory for retailers.

David Hurst

Billboard

Retail Track: Brewing Up Business

A Former Starbucks Exec Has Some Advice For Music Retailers

BY ED CHRISTMAN



Building a Company That Wins

April 18, 2005 By: Lora Kolodny

strategy+business

Books in Brief by David K. Hurst *Issue 39 Summer 2005*

BUILT FOR GROWTH: *Expanding Your Business Around the Corner or Across the Globe*



Starbucks alum advises others how to expand
By Carol Tice