PART 4

DIRECTING THE RETAIL STRATA:G® PLANNER

Dedicated to the Financial Professionalism of Independent Retailers
The Retail Owners Institute

Patricia M. Johnson, CMC

Patricia M. Johnson has been involved professionally with strategic market analysis and marketing planning for nearly thirty years. A graduate of Whitman College, she founded her own strategic planning consulting practice in 1976, working with businesses and institutions based in the Pacific Northwest. She has been an officer of a national bank, director of a college news service, and co-published a national newsletter for practicing design professionals. She presently serves as a trustee of an independent K-8 school in Seattle. An author and professional speaker on retail issues, hers are the words which describe many of the secrets of the new millennium’s retail: “parallel particle markets,” “retail populism,” “market typographies,” “virtual regions,” etc.

Richard F. Outcalt, CMC

Richard F. Outcalt has been a national consultant for retail financial management and planning for more than twenty years. Prior to that, he was an executive for a national department store organization, and for ten years was owner/operator of three independent specialty stores. In 1977, he formed his own private consulting practice (thus making him the “junior” partner of OJRS). A graduate of Duke University, he earned an MBA in retailing from the University of Pittsburgh. With a fervor that suggests that retailing is the heart of economic life, he was president of the Foundation for Private Enterprise Education and a national board member of the Institute of Management Consultants, Washington, D.C.

Both Pat and Dick have been certified (CMC) by the Institute of Management Consultants, the highest accreditation in the profession and earned by less than two percent of practicing consultants. They each are members of the Institute of Management Consultants and The National Retail Federation. They formed The Retail Owners Institute in 2000. See www.RetailOwner.com.

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