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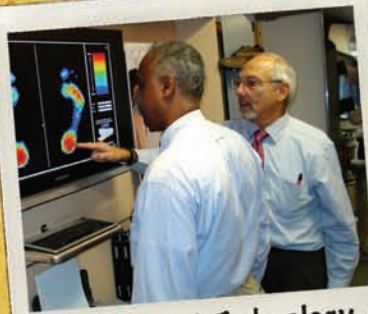
CELEBRATING 100 YEARS! of HISTORY



470 Park Ave. South, NYC



Little Neck, Queens
continues to grow



Education & Technology



Professional Care



Ed & Nellie Low



Workshop



Paul Schwartz



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@ 79th St., NYC

A Most Modern Shoe Store

**Owner Bob Schwartz
Answers Frequenty Asked
Footwear Questions**

**The Workshop Within
The Shoe Shop**

Education & Technology

**NEW STORE OPENING at
Manhattan's Upper East Side**

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Eneslow features a wide variety of **New Balance footwear** for *men* and *women*. Our professional staff of Board Certified Pedorthists will have you properly fit and ready to run!

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100 Years of History Has Produced a Thoroughly Modern Shoe Store



Eneslow's mission: 'To improve the quality of life from the foot up.'

It's a sight for sore soles. Right off the No. 6 subway at 32nd Street – not even a step away – is Eneslow, The Foot Comfort Center, at 470 Park Ave South. The company's iconic logo – the four perfectly proportioned bare feet of Leonardo da Vinci's Vitruvian Man – stands boldly in the flagship's plate-glass window on Park Avenue South as a beacon urging the punishing sidewalks of New York City to send all the tired, hurting masses of feet to its welcoming door.

And when the feet – from the wide and narrow to the bunion-burdened – walk or limp inside America's single largest pedorthic retailer, they find not only the largest selection of comfort shoes in the city but also a company dedicated to their complete care.

"Eneslow's mission is to improve the quality of life, from the foot up," says Robert S. Schwartz, president of the family-owned business. "Da Vinci called the foot a miracle of engineering and design, so the logo is a perfect fit for us."

Eneslow – pronounced N-S-LOW – is also something of a miracle in these uncertain times in that it not only has survived 100 years, but it also has thrived as some of America's most fabled companies have closed their doors. As evidence of this feat, to celebrate its centennial Eneslow has opened a second Manhattan store. Another store, in Little Neck, Queens, was opened in 2003.

The company, which was founded in 1909, has come up with a unique balance that has kept it in the running: Although 90 percent of its \$8 million in revenues are from the sales of over-the-counter branded footwear, the remainder is derived from its orthopedic and custom-shoe business.

"People are not in tune with their feet until they get in trouble," Schwartz says. "At some point, everybody's feet or back or knees will get into trouble, and as a result, we can do something at the level of the foot to help them. People do not come to us as a first option. They come to us out of desperation, and many of them come after they have had unsuccessful surgery. Our basic model is to deal with everybody that no one else can deal with."

The 15,000-square-foot, three-level flagship store, which is accredited by the American Board for Certification in Orthotics, Prosthetics & Pedorthics (ABC) as a pedorthic facility, includes a 1000-square-foot custom factory where shoes are made-to-order, modified and repaired. The store also houses the Eneslow Pedorthic Institute, a pedorthic education and training center.

"This is a unique center for people to come and get relief, and to change their entire lives and be free of pain," says Justin Wernick, the podiatric physician who is the medical director of Eneslow and the director of the Institute. "I've seen people get very emotional when they can get up and walk again."

Service is the key to Eneslow's success; 15 of the 45 staff members are board certified pedorthists. While the average sale is \$150, modifications are \$100 per shoe, orthotics run \$500 to \$600 and custom shoes are \$1000 to \$3000.

"One of the great things that makes Eneslow so unique is we can take the most uncomfortable shoe and make it comfortable."

— Robert S. Schwartz

Schwartz says. "And we can take the shoe that doesn't fit and make it fit."

Eneslow also makes it a point to carry a variety of shoes, including some that are not widely distributed.

So along with top sellers like MBT, Mephisto, New Balance, Ecco and Rockport, Eneslow stocks Aetrex, Alden, ARA, Aravon, Arche, BeautiFeel, Birkenstock, Brooks, Dansko, Drew, Durea, Finn Comfort, Helle Comfort, Kumfs, Markell, Munro, Neil M, Oh! Shoes, Otobo, P.W. Minor, Pedag, PediFix, Riecken's, Rieker, SpringBoost, Thierry Rabotin, Waldlaufer, Xsensible and Z-Coil.

"These are products and brands that are not necessarily house-



100 Years of History



hold names, but offer superior quality and fit. They have unique features and benefits and are not distributed as widely; many require a greater inventory investment in widths and sizes” Schwartz says. “That’s something we’re willing to do that most retailers are not.”

It is all of these features, adds Wernick, that “make Eneslow the most unique shoe store in the country. The fact is it’s a legacy. There aren’t too many places that have stayed open for 100 years.”

In the beginning, a century ago, Eneslow wasn’t even in the shoe business. In 1909, the company that Edward and Nellie Stone Low named N.S. Low after her, was selling trusses, and then segued into surgical products. The shoe department, introduced in 1926 in the midst of America’s infantile paralysis epidemic when braces and splints were a common remedy, was an offshoot of the medical category. By the 1940s, it had made quite a reputation for itself and attracted the attention of Paul Schwartz, who owned the wholesale business Apex Foot Health Industries, which sold foot products, particularly orthotics and arch supports. (Apex became Aetrex Worldwide, which is owned by Schwartz’ brother Richard and his sons Larry, Evan and Matt.)

“As a wholesaler, he sold his products to Eneslow,” Schwartz says. “When Eneslow’s retail division became available in 1968, he said, ‘Eneslow is the best in New York. I want to own it for my sons.’”

Schwartz, who joined Eneslow in 1973 after a 10-year career in sales and marketing with the International Playtex Corp., was not impressed. “It was really a tired business, and we were in a recession or about to come into a major recession,” he says. “Most of the people who were working in it were in their 60s and 70s, and the fixtures and displays were out of date.”

So Schwartz, a self-described type-A-plus personality who literally runs in his custom-fit MBTs when he’s running, revived the company. By the mid-1980s, when he and his brother, Richard, split the company and he became sole owner of the retail division, he had turned Eneslow into a regional chain with eight stores.

But when New York State slashed Medicaid reimbursements for medical shoes and orthotics, Eneslow lost 50 percent of its business and Schwartz eventually decided to shutter all but his flagship store. By 2003, he was back on his feet and opened a second store in Little Neck, Queens.

Teamwork is the name of the game (above), as Robert Schwartz and Dann Francis of Eneslow and Wayne Elsey, of Soles for Souls, will attest.

“As I look back on my father’s decision to buy Eneslow and its uniqueness,” he says, “I feel much more proud of that legacy and why he had the vision. He had the vision at a time when you would think this wasn’t something you would necessarily want to buy because people were into fashion, not into comfort, and Eneslow was not getting a lot of prescriptions.”

New York City is the perfect place for Eneslow to grow, Schwartz says. “Manhattan is the number one walking city in the world, and people who live here have to walk from point A to point B, and even if they take the subway, bus or taxi, they still have to walk up and down the stairs.”

Shoes and the Schwartz family have a long history that predates Eneslow. Schwartz’ great-great grandfather hand-crafted custom-made shoes in Hungary in the 19th Century, and he’s looking forward to continuing the footwear tradition for the next 100 years. Some things, of course will change. But Eneslow, he says, “always will remain loyal to our customers – and to their feet.”

“Eneslow is something I’m very proud of,” Schwartz says. “It’s a very unique moment for someone like myself to have survived 35 years in the same business with all the highs and lows and to come to a time in my life in which even though I’m a senior citizen, the energy of running a business keeps me very young and keeps me juiced up and ready to go for another 35 years. Although the clock may not be realistic, it feels like it’s possible.”



Congratulations on 100 years
of improving your customer’s lives
from the **FOOT UP!**



MBT proudly salutes Eneslow for 100 years of dedicated service.



The anti-shoe.



Time Line: A Century of Innovation

1908-1909: Edward and Nellie Stone Low found N.S. Low. The first location is on Avenue A. In the beginning, it sells only medical devices.

1914: Nat Low joins Edward Low, and the business is incorporated.

1926: Sol joins Eneslow and opens its first shoe department. Eneslow moves to 220 E. 23rd St.

1935: Irwin Herskovitz opens Hersco Arch Products in NYC.

1936: Charles Schwartz, the uncle of Robert S. Schwartz, joins Hersco Arch Products.

1937: Paul Schwartz, the father of Robert S. Schwartz, joins Hersco Arch Products.

1946: Apex Foot Health is founded by Paul and Charles Schwartz. Apex (later Aetrex Worldwide Inc.) is opened at 695 6th Ave NYC.

1965: Richard Schwartz joins Apex Foot Health.



Below: Ed and Nellie Stone Low; Above: The 1984 Eneslow Team

1968: Paul and Charles Schwartz buy Eneslow and move Eneslow's headquarters to 695 6th Ave. Eneslow has two other locations, one in Brooklyn since 1949; one in the Bronx since 1937.

1973: Robert S. Schwartz joins Eneslow.

1975: Robert and his brother, Richard B. Schwartz, each own 50 percent of Eneslow and Apex.

1976-1989: Eneslow opens and closes 15 stores in Manhattan, Brooklyn, The Bronx, Queens and W. Hempstead, NY, keeping only their new headquarters location at 924 Broadway, NYC

1983: The two businesses – Eneslow and Apex – are split up. Robert buys out Richard to get full ownership of Eneslow. Richard, in turn, buys out Robert's stake in Apex.

1985: Eneslow buys Classic Mold Shoe

Company, makers of custom molded and custom orthopaedic dress shoes and sandals and merges it into Eneslow.

1995: Eneslow Pedorthic Institute is founded.

2003: Eneslow buys a retail store from Selby Fifth Avenue at 254-61 Horace Harding Expressway in Little Neck, Queens; changes its name to Eneslow and opens its own store.

2005: Apex changes its name into Aetrex Worldwide Inc.

2006: Eneslow moves from its long-time Broadway location to 470 Park Ave. South at 32nd Street.

2009: The Centennial

On May 1 Eneslow opens a store on the Upper East Side of Manhattan at 1504 Second Ave. between 78th and 79th streets.

ENESLOW'S LEGACY:

An Extended Family

Aetrex Worldwide Inc.

Formerly Apex, Aetrex.com, 201-833-2700, 414 Alfred Ave., Teaneck, NJ 07666. Owned by Robert Schwartz's brother Richard and his sons.

The Back Relief & Comfort Store

Owned by JoAnn Abraham, granddaughter of Edward Low. Backreliefcomfortstore.com; 732-493-2225,

2112 Hwy 35, Oakhurst NJ 07755

Levy & Rappel

levyandrappel.com, 1-800-564-LEVY, 339 10th St., Saddle Brook, NJ 07663

Hersco Ortho Labs

Started by Robert Schwartz's Great-Uncle, Robert Schwartz's father Paul and Uncle Charles. www.hersco.com, 800-301-8275,

39-28 Crescent St., Long Island City, NY 11101-3802

Low Surgical & Medical Supply Co.

718-747-2012, 270 Community Dr., Great Neck, NY 11021

N. S. Low & Co. Inc.

www.nslow.com, 800-775-1027, 65-45 Otto Road, Glendale, NY 11385

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Aetrex Congratulates **ENESLOW** on it's
100 Year Anniversary Serving NYC.



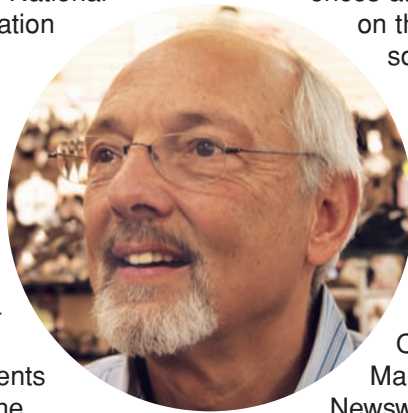
FAFQs (Frequently Asked Footwear Questions)

Bob Schwartz, Eneslow's President, talks about the next 100 years

Eneslow President and CEO Robert S. Schwartz, C.Ped., is a recognized leader in the footwear and foot care industries and in his community. He is on the board and executive committee of The National Shoe Retailers Association, is chair of its education committee and also is on its strategic planning and nominations committees.

In addition to being managing director of the 23rd Street Association, a New York City civic and trade organization, he serves on its board and executive committee. He also is active in the association's 23rd Street Community Projects, a philanthropic foundation that advocates conservation and preservation. "Our theme is waste not, want not," Schwartz says. "We broadcast and produce events to get the word out." Serving on the board of the Shoe Retailer's League, an association of local shoe retailers, rounds out his New York City resume.

A frequent lecturer to health professionals, footwear retailers and the public on retail, marketing, footwear and foot care,



Schwartz' personal and professional mission is to help people improve the quality of their lives, particularly from the foot up. He is an adjunct instructor in the department of orthopedic sciences at the New York College of Podiatric Medicine, is on the faculty of Aetrex University and is on the advisory board of foot.com and Pedorthic Newswire.

He has been a faculty member of the pedorthic programs at Northwestern University, New York University, UCLA, Ball State University and Shoe Service Institute of America.

His articles on pedorthics and footwear have appeared in numerous publications, including Current Pedorthics; Foot & Ankle International, the official publication of the American Orthopaedic Foot and Ankle Society; Podiatry Management; BioMechanics; PM News; Pedorthic Newswire; and Healthy Living From the Ground Up.

Past president of the Pedorthic Footwear Association, Schwartz is on its board of directors and is chair of its Pedorthic Educators Committee.

Schwartz, a footwear and foot care industry consultant for

THE BLUE FOOTBED®

The beauty of the Birkenstock Blue Footbed is that it transforms any ordinary shoe into a Birkenstock.

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It's great for those with heel pain. Just slide it in, the raised sides gently guide your foot into natural alignment.

Put them in and see for yourself – the blues never felt so good.

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decades, has worked with many companies and organizations to enhance their business, products and marketing development. Clients have included Dansko, Drew Shoe Corp., Durea, MBT, Silipos, SmartWool and Thorlo. He currently consults for Aetrex Worldwide and the Foot Care Comfort Center in Tokyo.

Throughout his career, he has received numerous awards, including the 1988 Seymour Lefton Award, the Pedorthic Footwear Association's most prestigious honor, for his advancement of the pedorthic profession, and the 2008 Al Singer award from the National Shoe Retailers Association in recognition of what the organization deems as traits so essential to progress: independence, innovation, perseverance, a quest for challenges and an unwavering love of humanity.

Q. Eneslow is celebrating its centennial in a big way: It has opened a new store at a time when many are closing their doors. What have you been doing right?

A. The key is that we pay attention to details that nobody even thinks are details. The details are in taking care of the customer in the way that we would want to be taken care of, with the skills that we have as pedorthists. We know that fitting a foot properly requires paying attention to the foot, having the right shoe to fit the foot and then knowing how to modify the fit of the shoe to really create this experience of true foot comfort. This service is available in very few retail environments in America. And that's basically because we're not selling a pair of shoes; we're focusing on fitting a pair of feet. All of our people are trained in pedorthics; they are biomechanically trained

to understand the relationship of how a foot functions and how the body functions and how a shoe enhances or detracts from each individual's optimum performance and comfort. When you come into Eneslow, you're having a completely different experience than you do in any other shoe store.

In your mind, what have been the company's greatest achievements and mistakes in the last 100 years?

The fact that we have survived is the biggest achievement because I don't know how many shoe retailers have survived the last 100 years in New York City. I'm not aware of any other New York City shoe retailer that's 100 years old. According to the 100 Year Association of New York we are the only one. The key is our uniqueness – providing benefits to people, from buying a pair of shoes to experiencing the joy of walking happily on the concrete planet – and the fact that doctors and the community trust us and say that we are the standard and that their patients can count on us.

How has the economic downturn affected Eneslow?

In the Manhattan store, we are down double digits for the last six months or so, really since September 2008. At the beginning of the drop of the stock market and the slipping of the financial and real estate markets, we started to see a reduction in sales and some months have been worse than others. The bleeding has not totally stopped yet. It has slowed down. Hopefully, with the weather warming up, we'll see a turnaround. That's in this store. In the Little Neck store, we're back growing

fresh air for feet

The Clarks Unstructured collection is lightweight, flexible, soft and breathable because it features the unique Air Circulation System—a climate-control technology that keeps feet fresh and comfortable all day. It's like fresh air for feet.

women's



men's



Featuring our unique
Air Circulation System.



unstructured
Clarks

FAFAQs (Frequently Asked Footwear Questions)

again. The shopping center was under renovation for eight months and that really hurt us. But we were growing before the renovation, and we're growing again. Overall, 2008 was break-even in sales with 2007 and the Little Neck store is up in 2009. Historically, we're strong even during the toughest of times because we provide some added value – comfort and fit and quality of life – other than just a pair of shoes, which you can buy on the Internet or any other shoe store. Our prescription work is growing in both stores. The medical community seems to appreciate us more even during tough economic times.

In-store service is declining across the board, yet that's one key to Eneslow's success. How do you account for that?

The key to our success is that we are often going against the tide. It's an expensive formula. It's laborious. You have to hire more people. You have to train them to provide this higher level of customer service, so it's costly. Each salesman who works for us maybe sees 10 to 12 customers a day to give this service. You go to other shoe stores, they may see 20 to 30 a day because they're selling shoes; they bring them out, they hand them to the customer and then they go take care of the next one.

We're sitting and fitting and measuring and analyzing every single customer's feet. We're providing a service that's almost unaffordable, but we can't afford not to; otherwise we become just another shoe store and then we won't have another 100-year legacy. Our strategy is to go the opposite way, to be more creative, and provide more benefits even though it's maybe not

as profitable a model. We also don't suffer the great lows, and we don't gain the great highs of being just a shoe store.

You have reinvented Eneslow several times since you joined it in 1973. How do you stay ahead of the curve?

You have to be dreaming tomorrow's dream while you're living today's nightmares. And you have to do it with a spirit of optimism and the spirit of future. While your people are working every day to get today's business, I have to plan what we are going to do to create the business in a new light, in a new way as the road changes tomorrow. The only thing that remains constant is change; we must embrace change and be ready to change.

The biggest positive thing that really got us through the last 15 years is the Eneslow Pedorthic Institute. We opened it to educate and train our staff and people from all over the world in pedorthics. It has led us to quality employees, referrals from doctors who send us patients and recommendations from all over the world. So even though we may not look at people coming from Europe, or Russia or South America or Japan as adding a lot of revenue, it still adds some revenue because when they come and learn the pedorthic model according to Eneslow, they trust it, and they send people and they recommend us. There's a snowballing effect.

What is the next big curve?

The focus right now is staying true to the core purpose, the core products, the core uniqueness, the core benefits of Eneslow, not trying to compete in everything that may be a hot

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100 years of service to
New York and the Pedorthic
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on your 100th Anniversary of making
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Women's Performance Walker Strap



Women's Pleasure Strap



Men's Pace Lace



p.w. minor

item. If it's hot, if it's comfort, if it's quality, then yes we'll jump right on it; but if it isn't, we can't worry about it. We can't worry about the last dollar, we have to worry about the first dollar, the first customer who really needs us, wants us and desires us rather than trying to go to audiences who really don't care so much about some of the things that we stand for.

Through the years, what have been your greatest challenges?

It's always about the people who work for you, how to train them, how to get them better skilled, how to get them to follow a formula that works. What made me a success at Playtex was that I embraced their formulas. I didn't try to invent my own, although I may have tweaked theirs a little. All I had to do was learn and study them, work them and develop muscle memory on them. Some people in retail may be less driven and less studious, and they usually earn less income from it and as a result their expectations for themselves are lower. I have a very high expectation not only for myself, and for my company, but also for the people who work for me. I consider it my responsibility to help them reach their potential, if they are willing, and to give them the opportunity to grow and really become qualified professionals, and make this a career rather than just a job.

What are your customers looking for, and more importantly, is the footwear industry responding quickly enough to their needs?

There's plenty of product available to take care of people's

feet and to give them comfort and fashionable styling at the same time. A weakness in the footwear industry is a lack of training on feet in relation to shoes, a lack of understanding that pedorthic options exist, that a quality pair of shoes that fits well can actually change people's lives. The footwear industry does not advocate or promote it because they don't value it and they don't invest in it. The medical industry does not advocate or promote it because their money is made in surgery and other devices, and they don't get any training in school on pedorthics or shoes. So whether you're a podiatrist or an orthopedic surgeon, you are not trained to incorporate footwear into your treatment protocol.

Our job is to train them— to go to the medical community and let them know that we can help them and to go to the public and let them know that we can help them. But that's expensive, marketing's expensive. I have high labor costs, high inventory and high rent, so there's not a lot of money left for marketing. So we have to do guerrilla marketing, we have to do grassroots marketing. We follow up with our own customer lists, make sure they're kept alert to what we offer. We must get out to the medical community to make sure they know what we offer, and we have to reach the community that lives and works around us by joining and actively participating in local organizations. We're members of the Manhattan Chamber of Commerce, the Queens Chamber of Commerce, the 23rd Street Association and others.

You also have had a hand in designing orthotics like Walking Balance, which works in high heels. Are you and

Rockport congratulates Eneslow on 100 years.

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Love at first step



 **Stretchable**
Features patented stretchable leather technology

Xsensible congratulates Eneslow on a century of unparalleled service



The Company: Xsensible's parent company is Nimco Orthopedics, a Dutch company specializing in orthopedic footwear and applications that began in 1904. In 1997, Nimco developed stretch-leather as a solution for the orthopaedic market. The company has worldwide patents on the process of laminating leather, latex and Lycra to create the soft stretchable leather in each shoe. The company has since combined the quality and comfort of stretch leather with world-class Italian design.


The Product and How it Works: All feet are not created equal. They come in all different shapes and sizes. Xsensible's stretchable leather shoes act like a second skin around your feet and allow the shoes to adapt uniquely to the shape of individual feet. Stretch-leather is a patented 'sandwich' of leather, nylon and natural latex. The leather offers amazing elasticity allowing Xsensible shoes to stretch up to 70% in width and 30% in length, yet always return to their original shape. In addition, stretch leather is breathable allowing your feet to remain at a pleasant temperature all day long.

The Xsensible feeling: Love at First Step. Xsensible footwear is far more ergonomic than other comfort shoes because of its stretchable, lightweight, flexible, breathable and durable leather. It's the reason

Xsensible footwear flows with the body's natural movements, offering complete freedom and flexibility for your feet. Just put them on, and it's Love at First Step.

Xsensible and Eneslow: A Perfect Fit. Eneslow was one of the first retailers to bring Xsensible into the US. Both companies are committed to providing consumers with comfortable yet attractive footwear that not only fits well, but also helps your feet feel good and stay healthy. At Eneslow, your feet will be placed in the hands of a trained professional who will provide state-of-the-art foot solutions, including Xsensible footwear that can offer immediate relief from painful foot conditions.

Bob Schwartz, president of Eneslow says: "As an original Xsensible customer here in the US, we have seen Xsensible transform from a strictly special needs shoe brand into a strong player in the comfort shoe category at Eneslow. The shoes always fit and improve with each season in terms of look and feel. We view the brand as a major part of our high-grade comfort shoe department among Aetrex, Durea, Finn Comfort, Kumfs, MBT, Mephisto, and Waldlaufer. The Xsensible stretch leather continues to improve in fit, quality, and performance. All in all, Xsensible should continue to increase in importance as a brand at Eneslow."

 **sensible** the stretchable shoe

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FAFQs (Frequently Asked Footwear Questions)

people on your staff going to be more involved in ventures like that?

A Japanese woman came to me many years ago to train her in pedorthics. She was so appreciative that when she designed this orthotic, she gave me credit as the inventor because she felt she learned it all from me and the Eneslow technical staff. I didn't invent it. But we are constantly inventing products and designs to solve problems. We also consult with people who invent, and we will continue to develop new product ideas and materials. In my Playtex days, although I started in sales I spent the last four years in marketing and was actively involved in the design of bras and other Playtex products. I was involved in the creative end of branding, of creating unique products, of improving those products, of constantly finding ways to have a unique product that would stand the test of time. Most importantly, we focused on how to market the products to focus on their uniqueness and benefits. The consumer products model is great because, unlike the shoe industry, the goal is to put something out there and have a long shelf life. People like to create obsolescence in shoes because they want to stay fresh and relevant.

Many consumers think of shoes as a fashion accessory. Our customers come to Eneslow because we do not discontinue shoes that fit their feet. And they know we will work to keep making our shoes better. Time has a way of offering upgraded products and materials, so that a product when it came out five years ago may have been the state-of-art at the time, but by now it's obsolete because materials and technology have

improved. We're always looking to improve what we have and are asking our vendors to do the same. To do that, we have to be activists and be willing to work with our vendors in the development of new products.

This is a family-owned business; is there another generation waiting in the wings to walk or run in?

There are two generations. My son and daughter, and daughter-in-law are the next generation and I have two grandchildren — a grandson and granddaughter. You never know. Right now, nobody is in the business. My son and daughter have been in the business at one time or another, but not now.

What will Eneslow look like five years from now, 10 years from now?

Eneslow is poised to be much more successful in five years or 10 years than it has been to date. The baby boomers are a large population that needs us and people's self-help management seems to be a big problem. A lot of people are not taking care of themselves and are overweight. That creates opportunities for business. The healthy population is living longer and definitely needs us because they want to keep walking and stay active. People will need shoes as long as we walk on the concrete planet we've made. Eneslow's future is more stores and more growth. We will increase our presence on the web as well. Our Web site has been a successful information site. Now we will convert it into an e-commerce revenue generating enterprise as well.

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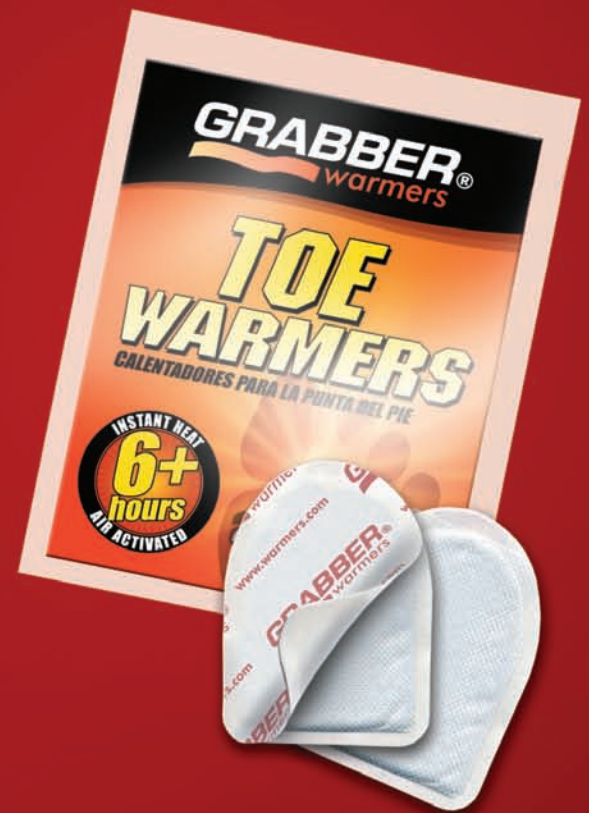
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100th
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Measuring Success in Service, Not Sales

“We don’t just sell shoes,” says Warren Person, the company’s pedorthic lab manager and general manager. The service starts before the customer even enters the store because 15 of the 45 staff members, including Person, are board-certified pedorthists who have been trained to come up with the best fit for every single foot. “We watch people walk,” says Person. “And

“We ask them when they got the pain, how long they have had it, where it hurts and whether they are being treated.”

— Warren Person

we check their feet. We ask them when they got the pain, how long they have had it, where it hurts and whether they are being treated. All of these answers help us find which materials will help them.” Each foot is measured, sitting and standing, and its shape is noted. Proper measuring is crucial because even though feet widen and change in the aging process, most people haven’t been re-checked since they were teenagers and their feet stopped growing. Person and the others on the staff then find the appropriate shoe, sock, orthotic or foot aid to provide the maximum benefit and comfort based on doctors’ prescriptions.



Robert Schwartz demonstrates the iStep technology to C. Ped. Carlos Rivera..

Those who have pain but no prescription may make an appointment with Dr. Justin Wernick, Eneslow’s medical director, who will recommend proper footwear and related devices. His \$125 evaluation includes a pedorthic assessment of shoe fit, style and shape in relation to the foot and a biomechanical examination of foot balance, alignment, gait, pressure and range of motion. Patients get a one-time 10 percent discount up to \$125 when

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Robert Schwartz measures the instep of a customer. Sarah Goldberg discusses the process of making a cast.

they buy products.

"We have a great reputation for taking care of people with foot problems," says Wernick. "One of my roles is to follow up with doctors and to refer patients to doctors. But I also translate the doctor's prescription into the appropriate footwear. For example, one common problem is that one side of the body is longer or shorter than the other. This is critical because it can damage the knee and back, so the doctor sends the patient to me. I'm the one



called upon to make that exact measurement."

The salespeople at Eneslow are required to take the Eneslow Pedorthic Institute's two-and-a-half-week pedorthic pre-certification training course, and many of them get their certification. The \$3995 cost is covered by the company, but must be reimbursed if the employee quits before working for Eneslow for two years. "But people stay here for a long time," Person says, adding that he has been with the company since 1968 and the sales staff has a total of 150 years of experience under its belt. "And the train-

ing never stops. We have hour-long training meetings every Wednesday before the store opens and hour-long sales meetings every Monday morning."

All this personal attention pays off: Many of the customers have been buying from Eneslow for decades. "This is a store where clients are like family," Person says. "You feel like helping people. It's a great feeling when you can stop pain and watch people walk out with a smile. That's what makes it all worthwhile."

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Faces Behind Eneslow's Fancy Footwork

Robert S. Schwartz, C.Ped.



President and CEO of Eneslow Pedorthic Enterprises, which operates Eneslow, The Foot Comfort Center, the Eneslow Pedorthic Institute and Eneslow.com. An adjunct instructor in

the department of orthopedic sciences at the New York College of Podiatric Medicine, he has been a footwear and foot-care industry consultant for many years. His clients have included Dansko, Drew Shoe Corp., Durea, Silipos, and Thorlo socks and currently consults with Aetrex, MBT Physiological Footwear and recently completed an assignment for SmartWool. He is on the board and is education committee chair of the National Shoe Retailers Association and is on the board of the

23rd Street Association, a New York City civic and trade organization. He is the Chair of the Pedorthic Educators Committee of the Pedorthic Footwear Association, the professional organization of pedorthists. See earlier article for more community and organizational participation.



Raul Davila, C.Ped.

Manager of Eneslow's Little Neck store, he is a board-certified pedorthist who has worked for Eneslow as a store manager for more than a quarter century.

"Knowledge makes the difference. By learning the pedorthic side of the business you create a major difference in the life of someone who otherwise would not know that you don't have to walk in pain." Since 1997, he has been head pastor of

Mission Christian Reheboth Church in the Bronx.



Warren Person, C.Ped.

Pedorthic lab manager and general manager. His face is familiar for a reason: He has worked for Eneslow since 1968, starting out in the stock

room. Now, he gets the new stores up and running and spends considerable time training new Eneslow pedorthists and well as helping longtime clients.



Justin Wernick, D.P.M., C.Ped.

Medical director of the Eneslow Pedorthic Institute. A podiatric physician since 1960, Wernick, who was named Podiatrist



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of the Year in 1975, is the liaison between prescribing physicians and Eneslow and advises the salespeople. A professor in the orthopedic department at the New York College of Podiatric Medicine, he is the co-founder of Langer Biomechanics Group.



German Jaramillo
Master Technician. German Jaramillo, a native of Colombia, has worked for Eneslow for 24 years. In the custom workshop in the Manhattan store, he takes casts of customers' feet for custom shoes and also is an expert at adjusting shoes.



Jeffrey Roth
Jeff Roth has worn many hats at Eneslow over the past 15 years. He is the buyer for the store and helps designate the layout and positioning of the store. He helped organize the opening of Eneslow's new store on Manhattan's Upper East Side.



Khaled El Masry, C.Ped.
Manager of Eneslow's custom shop, is a certified pedorthist, orthotist and prosthetist. He makes orthotics from the foot's cast, specializing in ankle-foot orthotics and foot-to-knee braces.



Dann Francis
Dann Francis has worked with many major advertising agencies in audio, video, print, web and technical support. After watching a free pedorthic assessment performed on a customer at Eneslow, he became interested in the company and was hired three years ago as creative marketing director to help with branding, design and communications.



Mordechi "Motti" Hefez
Mordechi "Motti" Hefez is the manager at the Eneslow Park Avenue South store. He has been in the shoe retail business for over 20 years and with Eneslow for



the past three years. "Eneslow is a career. It's all about helping people. I like to consider myself a nice guy who likes to help people with their problems; specifically, the problem of the feet." He leads the team at Eneslow's worldwide headquarters.



Sarah Goldberg, C.Ped.
Educational coordinator of the Eneslow Pedorthic Institute. When she started working for Eneslow, as a cashier, she didn't even know what a pedorthist was. She's an acting major – she got her bachelor's degree from Hofstra University – and she always figured that she'd become a costume designer. She soon discovered that it was a simply delightful step from fashion to shoes to feet. ●

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Eneslow Shows Its Soul



The Workshop Within the Shoe Shop

There is the story of the prized pair of Pradas. Their owner loved them – as long as she didn't have to wear them. They hurt her feet so much that she was in pain even when she was sitting. So she took them to Eneslow for shoe surgery.

A nip and tuck here and cushion there, and they were better than good as new. In fact, they felt like sneakers, the owner reported as she strolled out of the store.

It was an easy fix for Eneslow's on-site workshop, where custom shoes are made from the cast up; structural and cosmetic modifications are done to all kinds of shoes, and orthotics are created.

Amid the whirl of machinery in the 1000-square-foot shop, a small team of craftsmen – manager Khaled El Masry, master technician German Jaramillo, Hagop Kehyayan, Grazio “Rocco” Sena, Raymond Martinez and occasionally the members of the Eneslow sales staff – work their magic in mini-assembly line fashion.

In addition to making stilettos feel like sneakers, the workshop wizards can widen, deepen and lengthen shoes; raise and lower heels; add special materials to reduce impact and shear forces, control motion and redistribute pressure; and breathe new life into

old soles by performing a variety of repairs.

While minor repairs can be as little as \$10, custom orthotics run about \$500 to \$600; custom ankle foot orthotics are \$500 to \$3000, and custom shoes are \$1000 to \$3000. Shoe modifications like the ones that transformed and customized the Prada pair are \$100 per shoe.

Eneslow's main workroom is in at the flagship store and the other stores, which have their own shops for minor work, send the more extensive jobs to it.

Each technician has his own specialty. El Masry, for instance, is a certified pedorthist as well as an orthotist and prosthetist. In addition to making orthotics from the foot's cast, he also makes ankle-foot orthotics and foot-to-knee braces. Jaramillo, an Eneslow employee for 24 years, takes casts of customers' feet for custom shoes and makes every adjustment imaginable. Kehyayan, who has worked for Eneslow since 1983 and has been a shoemaker for six decades, specializes in uppers. Sena does the external modifications including shoe repair to please just about any wearer.

And heel to toe, it all comes together in only four to five weeks.

Retailer is a Major Supporter of Soles 4 Souls

Twice a year, Eneslow stops focusing on selling shoes, and asks its customers to give back their footwear.



The shoes, of course, go to a good cause — Soles4Souls, a charitable organization that distributes new and gently used footwear around the world to those in need.

Last December, when Eneslow hosted the holiday shoe-raiser at its flagship store, it collected more than 30,000 pairs of shoes valued at more than \$1 million. The donation included 2000 new pairs from MBT, the evening's sponsor, that were valued at \$500,000, and 500 new pairs worth \$50,000 donated by Aetrex, the wholesale comfort-footwear company owned by Robert Schwartz' brother, Richard, and his sons.

PROPER FOOTWEAR FIT, HEALTH & WELL-BEING

The Eneslow Pedorthic Institute

The Eneslow Pedorthic Institute is as rare as Eneslow: There are only five such centers in the country and this is the only one in New York City. The Institute, which trains aspiring pedorthists, draws students from around the world. In addition to pre-certification courses, it offers reviews for the pre-certification exam and teaches certified shoe-fitter courses.

Established in 1995, the Institute's ongoing mission is to educate the health care community and the public about the role of proper footwear in promoting overall health and well-being. The classes, which are approved by the American Board for Certification, and the Board of Certification

as pedorthic pre-certification courses, are taught by Eneslow Medical Director Justin Wernick, Eneslow President Robert S. Schwartz, Eneslow staff and pedorthists, podiatrists, orthopedic surgeons, physical therapists, endocrinologists, shoe designers and diabetes educators.

“The thing that's remarkable is that many of the students have never learned an anatomy word before,” Wernick says. “They are changing careers, so they're learning all this for the first time.”

Like other Eneslow staffers, Sarah Goldberg, educational coordinator of the institute, earned her C.Ped. through the institute. She says that meeting students

from as far afield as Lebanon and South Korea has “taught me a lot” and has been a tremendous help when she is fitting footwear.

The two-day shoe-fitter courses, which prepare participants to be ABC certified fitters of therapeutic shoes or BOC footwear specialists, are becoming increasingly popular and important. “As more adults are getting diabetes, there is a greater need for competent, reliable and ethical patient care,” Goldberg says.

Through the institute, Wernick also conducts and oversees lectures, hands-on workshops, clinical practice sessions and foot-care forums.

New Store Targets one of Manhattan's Key Shoe-Buying Neighborhoods

The May 1 opening of Eneslow's second Manhattan store is the first step in a new expansion strategy that may lead to the creation of a regional chain again. Unlike its flagship, the 2000-square-foot store on the Upper East Side on Second Avenue between 78th and 79th streets, is in a residential neighborhood.

"It's in a neighborhood we've always wanted to be in, where many of our customers live," says Eneslow's President Robert S. Schwartz. "We don't want to only consider central city destination locations at this time."

The store, the company's smallest, joins the 15,000-square-foot flagship on Park Avenue South and the 5000-square-foot shopping center store in Little Neck, Queens.

At its height in the 1980s, Eneslow had eight stores. But when Medicaid changed its reimbursement rules and the company lost 50 percent of its business, Schwartz shuttered all but the flagship.

"I didn't have to close them, I chose to," he says. "I've owned 16 stores in the last 35 years since I took over Eneslow. I've moved them, closed them and opened them. My model before that was to become a regional chain and offer these services throughout the New York metro area, particularly the main four boroughs."

It wasn't so much economics as education that led to his decision. "We didn't have a sophisticated training program for staff," he



says. "So we'd hire people and put them out on the selling floor, but they didn't have the skills to provide the Eneslow unique services. I didn't feel that my staff was adequately trained to keep eight stores open. As I looked at my best people, I decided that they probably would be best able to serve Eneslow in one good store rather than eight mediocre stores."

So he brought them all back to the main store to create, he says, "one great headquarters." In 2006, when the lease was up, he moved the store from 21st and Broadway to its present location



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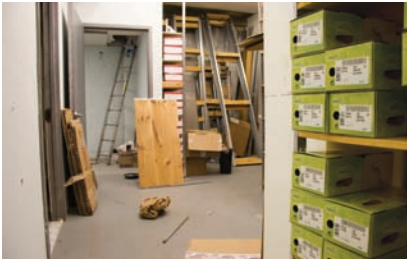
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at Park Avenue South and 32nd Street.

"Twenty-first and Broadway is becoming more of a neighborhood, but it really was another central city destination at the time," Schwartz says. "Right now, we're in a central city, office area, not a retail shopping area and not a neighborhood where people are pouring out of their apartment buildings and coming downstairs and walking up and



down the block. People have to come to us, so we're a destination. And we've always been a destination retailer. Taking on the neighborhood approach is something we've done over the years but haven't consistently done. This is a venture to maybe think about a new model that puts our

stores in neighborhoods where people live."

In 2003, Schwartz paved the way for the expansion when he added the Little Neck store. "We wanted to see how it feels to have multiple stores," he says. "To become a multiple-store business, you have to work at it. It requires different systems and procedures because you need more formality. A one-store operation doesn't need the formality that a two-store operation does. Now that we have that solidly working, adding the third store is being done relatively seamlessly."

WWW.ENESLOW.COM

Extending Service Through Web site

A Web site may seem the antithesis of individual service, but Eneslow.com is designed to offer personalized help 24/7.

The site's mission is informational and is, by design, meant to be a direct marketing tool and an indirect selling tool. "It's where we educate and train and give people the sense of our uniqueness," President Robert S. Schwartz says. "They feel like this is a special place for special opportunities."

For instance, people may register online for the Eneslow Pedorthic Institute courses and learn about upcoming events and sales.

The most personalized feature is "Ask the Eneslow Pedorthist," which solicits e-mail questions about specific foot problems. "That's direct contact with our customers," Schwartz says. "We get e-mails just about every day. We do some selling from the site, but it's a very small part of the total and has not been our focus. Most of our customers want that personal fitting experience." He feels that e-commerce has the potential to be a significant part of Eneslow's business. This includes products and education. He wants to start the second hundred years of Eneslow with more aggressive marketing to the medical community and public and feels that an important component will be the internet. **To see the site for yourself, visit www.eneslow.com**



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