

McConnell, Kellstadt Direct Retail and Mail Operation

A veteran team of men seasoned by years of training in all phases of buying, merchandising and distribution heads up the retail and mail order operation known as Sears, Roebuck and Co. The two top positions in the company are held by men with a total of 70 years of Sears service. They are Fowler B. McConnell, chairman of the board of directors, with Sears 43 years, and Charles H. Kellstadt, president, who has been with Sears 27 years.



CHARLES H. KELLSTADT



FOWLER B. MCCONNELL

named assistant shoe buyer. Thus started the long string of promotions which culminated in May 1958, with his election as chairman of Sears board. McConnell was appointed the general manager of the Philadelphia mail order plant in 1930. The following year he entered the retail side of the business by

taking over supervision of the company's Southern retail operation. In 1932 Mr. McConnell returned to Sears Chicago headquarters, where, three years later, he was named assistant to the president and company secretary.

In 1938 Mr. McConnell was elected a company director; in 1939 he was named vice president in charge of retail operations.

Mr. McConnell was elected company president in March, 1946, and continued in that capacity until 1958 when he was named to the post of chairman of the board.

Mr. Kellstadt, a native of Columbus, Ohio, joined Sears in 1932, after 15 years' experience in merchandising in Akron and Cleveland, Ohio.

He managed Sears Cleveland retail stores for 14 years before being named in 1946 the company's national retail merchandising manager.

Mr. Kellstadt was elected to the board of directors in 1948. In 1950 he was named vice president in charge of Sears Southern territory. He succeeded Mr. McConnell as president in 1958.

Labs Eliminate Buying Guesswork

Take the guesswork out of buying! Guard the quality of Sears merchandise! These are the twin missions of the merchandise testing and development laboratories of Sears, Roebuck and Co., according to Donald Stage, hard-line merchandise manager of the new Sears Torrance store in the Del Amo Shopping Center.

Sears laboratories, first to be established by a merchandising concern, serve as a supreme court, a watch dog, as censor and an inventor. Each year the laboratories' staff of more than 150 chemists, engineers and technicians checks more than 20,000 separate items. Technicians in spotless white smocks work amidst a maze of microscopes and test tubes. Engineers clad in brown aprons man ingenious machines used for a variety of tests. Some machines count threads in fabrics. A "spanking machine" works on trousers. Electrically-driven floors test the merits of brushes, sweepers, varnishes and linoleum. A 200-pound weight steadily pounds mattresses, seat cushions and springs for days on end.

Numerous Hours Behind Packaging

You enter a store intent on buying a dress shirt. An array of sizes, colors, prices and styles confront you.

You quickly spot the type of shirt that interests you. Through the clear film wrapping you rapidly check collar and sleeve size, price, style and color.

A sales clerk attends you, you make your selection and you're on your way. It's taken only a few moments, but behind those few moments are hundreds of hours of study, designing, planning and testing to offer you merchandise that is easily available, securely protected, clearly labeled and attractively packaged.

In a Sears store, this is the job done by the company's national information packaging and labeling division. Employees in this division are aware of customer desires for convenience, assurance, quality, appearance and fresh, clean merchandise. They try to design their labels on packages accordingly.

Sears approach toward meeting these desires is unique. This is because Sears "controls its fixtures" as the merchants say. This means that all counters, racks, display tables and cabinets are carefully designed for the specific needs of each department in order to make shopping easier.

Hundreds of items, from infants' underwear to hardware, are labeled and packaged so they will fit perfectly into specific "fixtures." This pre-planning allows the customer to locate and choose from a wide selection of merchandise with a minimum of effort.

Naturally, the designers in Sears information and packaging division don't expect a customer to buy a dress shirt solely because of its packaging. The shirt is bought because of satisfaction with its features, quality, price, and styling.

But if a package designer has assisted in bringing these facts to the customer's attention, his job—and his package's job—will have been fulfilled.

John Lowe, manager of the store, said.

Also included in the music library is music for special occasions, such as Christmas, Easter, and other holidays.



RESPONSIBLE for directing the departments carrying automotive, recreation and farm merchandise are these five department managers: (Left to right) Thomas Killen, auto accessories; Blair Kelsey, sporting goods; Gerald Bays, toys; John Oxley, garden, pet and farm shop; Jack Sasser, automotive service center.



HERE'S THE FIVE-MAN TEAM that will direct the home appliance departments: (Left to right) Ozair Malini, refrigerators and freezers; Henry Crosby, radios, television and phonographs; Roy Roth, sewing machines; Harry Bolman, washing machines, irons; Erling Dalen, stoves and customer kitchens.

Erdman Chosen Maintenance Chief

The upkeep of a plant the size of Torrance's new Sears store with its nearly 300,000 square feet of space and 18.6 acres of parking lot to look after, constitutes a job responsibility that can be entrusted only to a maintenance engineer having qualifications such as those possessed by Walt Erdman.

It is Mr. Erdman, with his day crew of seven and his night staff of 11, who manage the maze of intricate mechanisms, service the many complex electric systems and attend to a multitude of miscellaneous tasks that must be performed with regularity to keep the giant retailing establishment in ship-shape for accomplishment of its merchandising mission to the public.

Formidable enough in itself is the store's mammoth array of electrical apparatus. Enough amperage is incoming to supply 64 adequately powered American homes. There are nearly five miles of fluorescent lighting tubes to be replaced whenever they take a notion to unfluoresce themselves.

Even more impressive and astounding for the casual observer to gaze upon is the gigantic air conditioning installation. It produces the cooling effect equivalent to the melting of 572 tons of ice per hour.

A person's normal curiosity leads him to ask why the necessity for such a tremendous refrigeration capacity, and the engineers answer by saying that the heat developed alone by the lighting within the store consumes the equivalent of 40 tons of melting ice per hour just to keep the temperature evened out.

The store's communications system is another wondrous element of its internal structure. Twenty incoming and 10 outgoing trunks handle the message load and there are 200 extensions for internal calls. There are also six separate public address and intercom networks. One of these, the TelAutograph network, enables a salesperson to write out an order in detail on the sales floor and to have the order transmitted instantaneously to the store's stockroom where the customer may pick up the merchandise without waiting.

Battery-driven automatic floor scrubbers put down soap and water, scrub, pick up the soap and water and leave the floor completely dry all in one operation. A similar marvel of mechanical aid sweeps the big parking lot.

There will be from two to five tons of waste material to be disposed of daily. This is all baled by a huge hydraulic press. Then, of course, there is the gardening to do, enough to keep one man with a good green thumb working full time throughout the year.

From the moment the flags are raised in the morning until the alarms are set at closing, there is an unceasing flood of demands made upon the time and knowledge of Walt Erdman and his maintenance people.

A. T. Cushman, Vice-President

(Continued from page one) rectors and on the board of Allstate Insurance Co. and Allstate Fire Insurance Co., and a member of the Bank of America Board as well. He is also a member of the executive board of the Los Angeles Area Council of the Boy Scouts of America, Merchants and Manufacturers Association, Greater Los Angeles Area Building Funds, Inc., All-Year Club of Southern California, and the Los Angeles Y.M.C.A., and Los Angeles Beautiful.

MORE THAN HALF NOT FOR SELLING

A total of 154,000 of the new Torrance Sears store's 283,893 square feet is a no-man's land to the customer. It is in the area taken up within the store for all the vital functions other than selling.

From the large receiving dock, great cartons of goods are rolled out of trucks onto roller-conveyors into the marking room. An intricate maze of more than 1000 feet of conveyors eases the handling of merchandise in the receiving and marking operations.

Record-Breaking Use of Newspaper Space Noted

Sears, Roebuck and Co., whose newest retail store opened Wednesday morning in the Del Amo Shopping Center, spent a record-breaking total of \$48,650,000 for the purchase of white space in the nation's newspapers in 1958, J. G. Lowe, manager of the new Torrance Sears store, announced today. Mr. Lowe said that it marked the thirteenth consecutive year that his company has invested a record expenditure in newspaper advertising, with the last year total up more than \$2 million from the 1957 figure.

Newspapers received over 77.8 percent of Sears retail media budget last year. This percentage has remained consistently similar for several years and shows that Sears is continuing to rely on newspaper ads to carry the major share of its advertising message to the public.

Sears newspaper advertising expenditures went towards the purchase of white space in more than 980 dailies and weeklies located in every state.

But the story of Sears advertising cannot be told alone in the terms of last year or the year before. Through all the years since the company's founding, it is doubtful whether a U. S. American business institution has revealed more implicit faith in advertising than Sears. On April 1, 1887, there appeared in the Chicago Daily News this classified ad: "Wanted—watchmaker with reference who can furnish tools. State age, experience and salary required. Address T39, Daily News."

The ad had been inserted by Richard W. Sears. The first man to answer it happened to be A. C. Roebuck. Roebuck got the job and so was born the partnership of Sears and Roebuck. This historic little classified ad has been reproduced scores of times since by many of America's newspapers to illustrate the power of advertising.

Despite the fact that Dick Sears had his catalog to help build his growing business, as early as 1889 he was actually spending more money on newspaper advertising than on other forms of advertising. Today in California, Sears invests one of the largest newspaper advertising budgets it expends in any state in the nation, Mr. Lowe said.

lies are the two general catalogs issued for the spring and fall seasons. Each book contains about 1400 pages, and weighs approximately five pounds.

The remaining five are special sales books—mid-spring, summer, mid-fall, Christmas and winter—of around 400 pages each which serve as supplements to the generals.

Sears catalog is sometimes referred to as the "World's Biggest General Store."

Peaceful Revolution Now in Progress in Latin America

Harper's Magazine for June and Readers' Digest for September tell of a new kind of revolution that is taking place in Latin America. Sparked by Sears, Roebuck and Co, this revolution is described as being peaceful, gradual and causing a profound upheaval in the vast continent south of the Rio Grande.

It all started, says Daniel James, author of the article, when Sears went to Latin America to inaugurate a retail business on the very same basic principles and policies on which the company has relied in the United States.

Since one of Sears policies in this country has always been to purchase as much merchandise as possible near by to where the goods were sold, Sears concluded that in Mexico it would be best to buy everything it could right on the spot. Today, to supply its 24 retail stores and six sales offices in Mexico, Sears does business with 2000 independent Mexican merchandise sources, large and small, all of whom it has aided in various ways. Almost 98 per cent of what Sears sells in Mexico is made there, and of the more than 3500 persons employed by the company in Mexico, only 20 are North Americans.

The concluding paragraph of Mr. James' article reads: "Sears has proved to be the most effective ambassador the United States has sent abroad in many a year."

El Presidente of Sears, Roebuck de Mexico, S.A., is W. F. Plummer, former manager of the Sears Los Angeles store at 9th and Boyle.

There are 70 Sears retail units south of the border in Mexico, Cuba, Brazil, Columbia, Peru, Panama, Costa Rica and El Salvador. In all of the other Latin American countries, the story is much the same as in Mexico.

Nearly 70 per cent of everything Sears sells in Columbia is produced in that country and only 25 North Americans are employed out of a total working force of 1000. Practically every cruzero's worth of merchandise sold by Sears in Brazil is made in that country where only 16 North Americans are numbered among the big staff of 2323 people who man Sears stores there.

Altogether Sears employs about 10,000 persons in the nine Latin American countries. Havana, Cuba, had the first of the Latin American Sears stores, opened in November 1942. The

PARTS REPLACEMENT ASSURED FOR CUSTOMERS

Every owner of Sears mechanical merchandise purchased in the last 50 years is assured of parts replacement when required.

Several years ago the firm listed all parts information, and each store now has a complete listing, enabling the ordering of parts to be done quickly and shipped in the shortest possible time.

Piped Sound Music in New Sears Store

One of the most modern systems for friendly customer-store relationship has been installed at the new Sears store on Hawthorne Ave. This up-to-date idea, aimed to make "shopping more pleasant," is Sears new store-wide sound system.

Two hundred separate selections are provided for one month, replacing 70 each month with new selections. A complete master control, with separate sound circuits to each of the floor speakers which are installed throughout the building, means that music can be regulated for any area of the building.

"The background music system has proved to be good for both the shoppers and the employees,"



HEADING THOSE DEPARTMENTS in the home modernization, repair and housewares classification are these six department managers: (Left to right) Donald Spear, hardware; William Hillen, paints, wallpaper; Milton Sedlacek, miscellaneous house furnishings; Kenneth Hansen, electric lighting fixtures and small appliances; Philip Ciracula, building materials; Robert Stark, plumbing and heating.

Roof-Top Cafeteria Feature of Modern Facilities for Employees

At Sears the customer is king. But, according to Manager John Lowe, the employees, too, have some regal facilities awaiting them at the new store.

For example, when the coffee break time comes for employees at the new Sears store, they will find a modern comfortable retreat of their own in an area on the roof-top where the employee's cafeteria is located. It has a seating capacity for 300 people and is equipped to feed 2000 people a day with ease.

A portion of the cafeteria area is furnished with accordion doors which can be used to create a separate room for meeting with buyers, employees of a department, or promotional conferences. Part of the cafeteria features a large patio where employees can relax and enjoy lunch-on in the open air.

Mrs. Helen Young, manager of the cafeteria, has a staff of eight to serve a variety of between-meal snacks. The new store will open with approximately 1200 employees.

With mashed potatoes on the menu, Mrs. Young is especially proud of an automatic potato peeler. The device has an abra-

areas are spotted throughout the store. Latest equipment is provided for employees' use. Whether it's a salesman meeting the customer or a clerk receiving merchandise on the rear platform, all employees will be working in comfort and cleanliness.

So, even though the customer is king at Sears, the employee is also a pretty important person. Just ask one.

120,000 Items to Be Offered

Imagine a single sales department in a store offering more than 120,000 merchandise items.

That describes the catalog order department in the new Sears, Roebuck and Co. store. Here, any item in the Sears catalog, from a ten cent roller skate key to a \$1295 convertible cruiser, may be ordered.

An order, say for a boy's jacket, is rushed by wire to the mail order plant. Because of the new streamlined order handling, the jacket arrives the next day at the store for the customer to pick up or is shipped directly to his home.

Sears began operations as a mail order house back in the 1880's and the catalog division still accounts for a significant amount of the company's business.

Seven regular catalogs are issued annually by Sears, through its 11 mail order plants located from coast to coast. Oldest and most familiar to American fami-

Maximum Efficiency, Appeal Stressed in Store's Layout

Visitors to Torrance's new Sears, Roebuck and Co. store which opened Wednesday seemed interested in the fresh approach to the art of showing and displaying merchandise in evidence throughout the vast interior covering almost six acres.

All departments of the store at 22100 Hawthorne Blvd., have been designed to achieve maximum efficiency without sacrificing eye appeal—the ultimate object being additional shopping convenience for customers.

According to John Lowe, store manager, the company's display and store planning experts have devoted months of experimental work toward achieving a new type of store layout which will

greatly simplify shopping. The completion of the new store in Torrance represents one of the most recent instances in which the new plan involving specially constructed fixtures and display equipment has been used throughout the entire store.

"Maximum customer convenience," explained Lowe, "has been achieved in this store through a method of displaying and grouping all types of merchandise by size, by purpose and by color. Additional efficiency is secured through a coordinated system of the informative signs, packing and labeling, to further aid the customer in selecting the proper merchandise easily and quickly."

"In building this store of Torrance, our merchandise executives, display men and store planning engineers kept the customer in mind at all times, and everything was worked out with the idea of making the store outstanding from a standpoint of convenience."

"However, while continually striving for layout efficiency, other important factors such as eye appeal and the dramatic presentation were not overlooked. The final result is a store where merchandise will at all times occupy the center of the stage, and is even made more dramatic through the use of colored lighting effects and color backdrops."