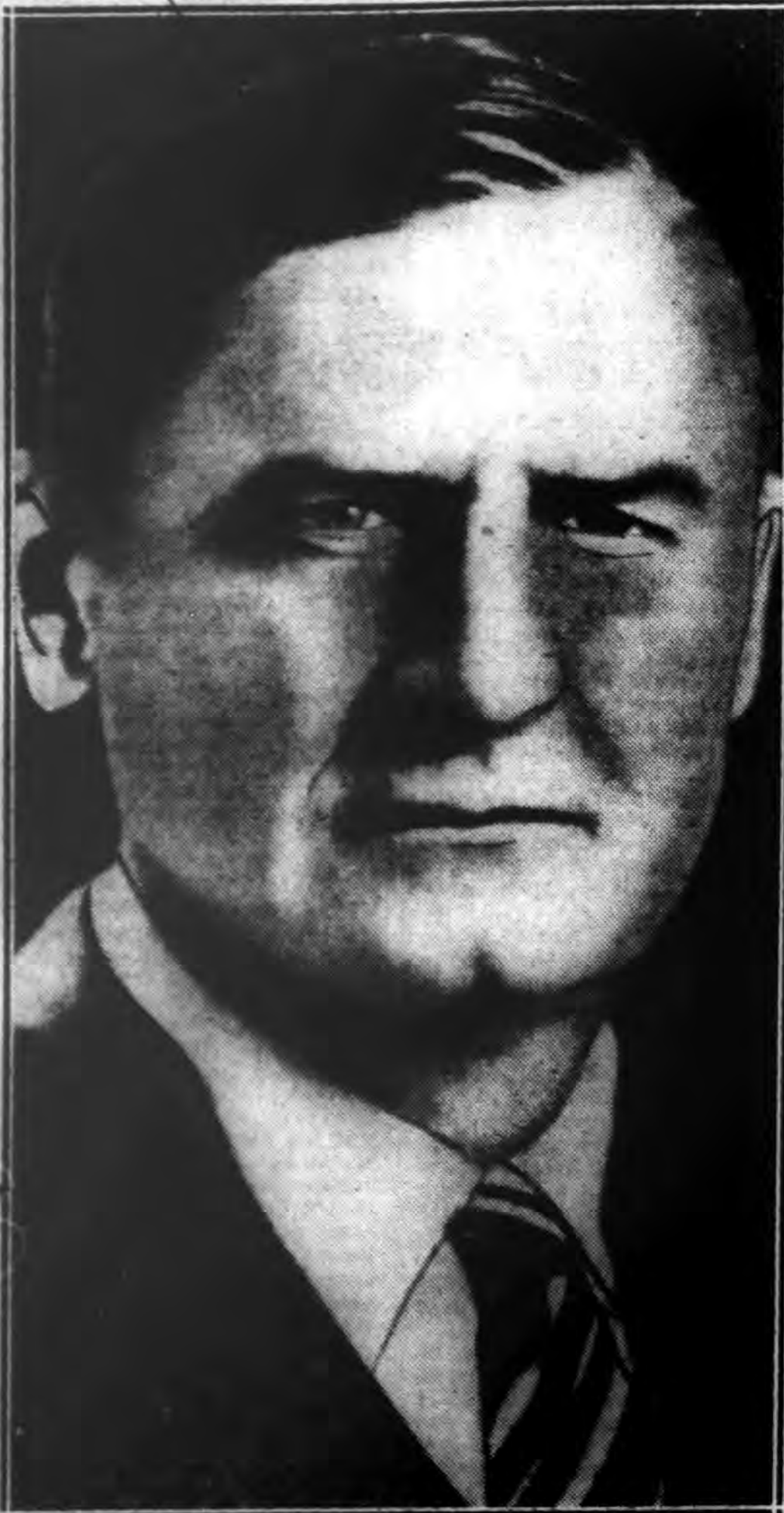


SEARS SYRACUSE STORE CATERS TO WIDE TERRITORY



ROBERT E. WOOD

President of Sears, Roebuck and Company, of which the retail store at S. Salina st. and W. Raynor av. is a most important unit, is Robert E. Wood, who has had a most colorful career as soldier, quartermaster of the Panama Canal project and acting quartermaster general of the national army during the World war.

STAFF OF 200 ENJOYS PLAN FOR PARTICIPATION IN PROFITS

(This is the eighth of a series of articles which will appear weekly in the Saturday edition of The Syracuse Journal, to permit Syracusans to become familiar with the inside story of the great industrial and commercial enterprises which have played important parts in the development of the city.)

By RICHARD E. WELCH

An urge to make a little extra money and the opportunity to satisfy it which came to Richard W. Sears, then a young station agent in North Redwood, Minn., when a consignment of watches was uncalled for and was to be returned to the factory, was the spark which set this young man to building a mighty merchandising organization, of which the Sears, Roebuck and Company store at S. Salina st. and W. Raynor av. is a most important unit.

Young Sears had ambitions, natural ability to write letters and, above all, was a salesman. He noticed the watches in the North Redwood, railroad station and, desiring to try his luck at selling them, wrote to the watch company.

Sears received permission to try his luck and in his spare time started writing letters to his friends, setting forth in glowing terms the quality of the watches. He sold out the consignment and then ordered more.

That was in 1886 and, before the year was over, Mr. Sears had given up his position with the railroad and was devoting his entire time to the sale of watches. Sales mounted and he moved to Minneapolis to expand his field.

The next year, as the volume of business and the territory over which his sales letters spread expanded, Mr. Sears moved to Chicago and founded the R. W. Sears Watch Company. Mr. Sears saw the value of advertising and made use of newspapers and magazines in a national campaign which brought results. The year Mr. Sears moved to Chicago he employed A. C. Roebuck, a native of Indiana, as a watchmaker and adjuster.

The watch business was a success but Mr. Sears wished to reach even greater heights. In 1889 he sold his company for \$100,000 and made plans to enter the banking business but, in 1892, he came back to the merchandising field by forming a company with Mr. Roebuck to sell watches and jewelry.

The first concern was known as A. C. Roebuck and Company and made its headquarters in Minneapolis. The next year the name of the firm was changed to Sears, Roebuck and Company and in 1894, as the company extended its business to include other articles, the company again moved to Chicago.

The company first located at Adams st., near Halsted st., in Chicago and, in addition to watches and jewelry, started selling bicycles, clothing, sporting goods, harness and other lines of heavier merchandise.

In 1895 Mr. Roebuck sold out his interest in the company and his place was taken by Julius Rosenwald, then president of the Rosenwald & Weil wholesale clothing company in Chicago. Much of the growth of the Sears, Roebuck and Company in later years is attributed to the genius of Mr. Rosenwald who, in addition to becoming one of the leading merchants of the country, also became widely known as a philanthropist and a patron of education.

In the new organization, Mr. Sears was president and Mr.



This is the modern store which Sears, Roebuck and Company constructed in Syracuse to give Syracuse shoppers the benefit of its giant merchandising organization, which has been conducting a mail order business since 1886. The store has adequate parking

space for its patrons, the building is equipped with air conditioning and its goods are displayed for easy close inspection in all departments. The store has more than 200,000 square feet of floor space on three selling floors. Picture by Journal staff photographer.

Rosenwald vice president. Advertising campaigns, the like of which had never been heard of before, were launched and the mail-order business grew until the name of the firm became a household word on nearly every farm in the United States.

The expansion came so fast new quarters were necessary in 1896, when the company located at Fulton and Desplaines sts., Chicago. Another move came in 1905, when the company outgrew all available space in Fulton st. and new quarters with more than 1,000,000 square feet of floor space, office building, printing plant and power house, were constructed.

The company moved to its new quarters in 1906 and in that year, for the first time, Sears stock was placed on the market.

In 1909 Mr. Sears retired from the business and Mr. Rosenwald succeeded him as president. Mr. Rosenwald died Jan. 6, 1932, at which time he was chairman of the board of directors of his company. He was succeeded as chairman by his son, Lessing Julius Rosenwald, who had been fitted for the post by experience in every branch of the company.

Since 1928 the president of the company has been Robert E. Wood, a man whose career as soldier, chief quartermaster for the Panama Canal project and acting quartermaster general of the National Army during the World War, gave him invaluable experience in fitting him to become chief executive of a company of this size.

The company underwent a most comprehensive program of expansion in the period from 1904 to 1910. In those years it purchased factories to manufacture paint, wallpaper, shoes, stoves, agricultural implements, cream separators and fencing. In addition, the company entered into contracts to consume the entire output of other certain factories in its drive to offer to its patrons merchandise of all kinds at reduced prices.

As the company became national in scope and it became necessary to give better service, mail order branches were established. The first was in 1906 in Dallas, Texas, and then came branches in Seattle, Philadelphia, Kansas City, Atlanta, Los Angeles, Memphis, Minneapolis and Boston. The network of

branches placed an overwhelming majority of the population of the United States within 300 miles of a Sears plant and made it possible to guarantee 24-hour delivery in most instances.

In 1925 the Sears company first entered the direct retail business by opening a store in Chicago where customers could come in to make their purchases. Its popularity was shown so quickly that the company lost no time in establishing similar stores, until it now conducts a direct retail business in 41 of the 48 states of the Union.

The company has 57 department stores in large cities, 32 modified department stores and 302 smaller retail stores.

The Syracuse store, which is one of the large department stores, has a sales record which places it well up the list in total sales.

When the Sears company decided to establish a store in Syracuse, officials came here in 1928 to select a site. As the store was meant to cater to a larger shopping area than the city itself, a large plot in S. Salina st., which would provide adequate parking space for patrons, was selected.

The modern building with three selling floors and a fourth floor for offices, was completed in 1929 and the store opened in October of that year.

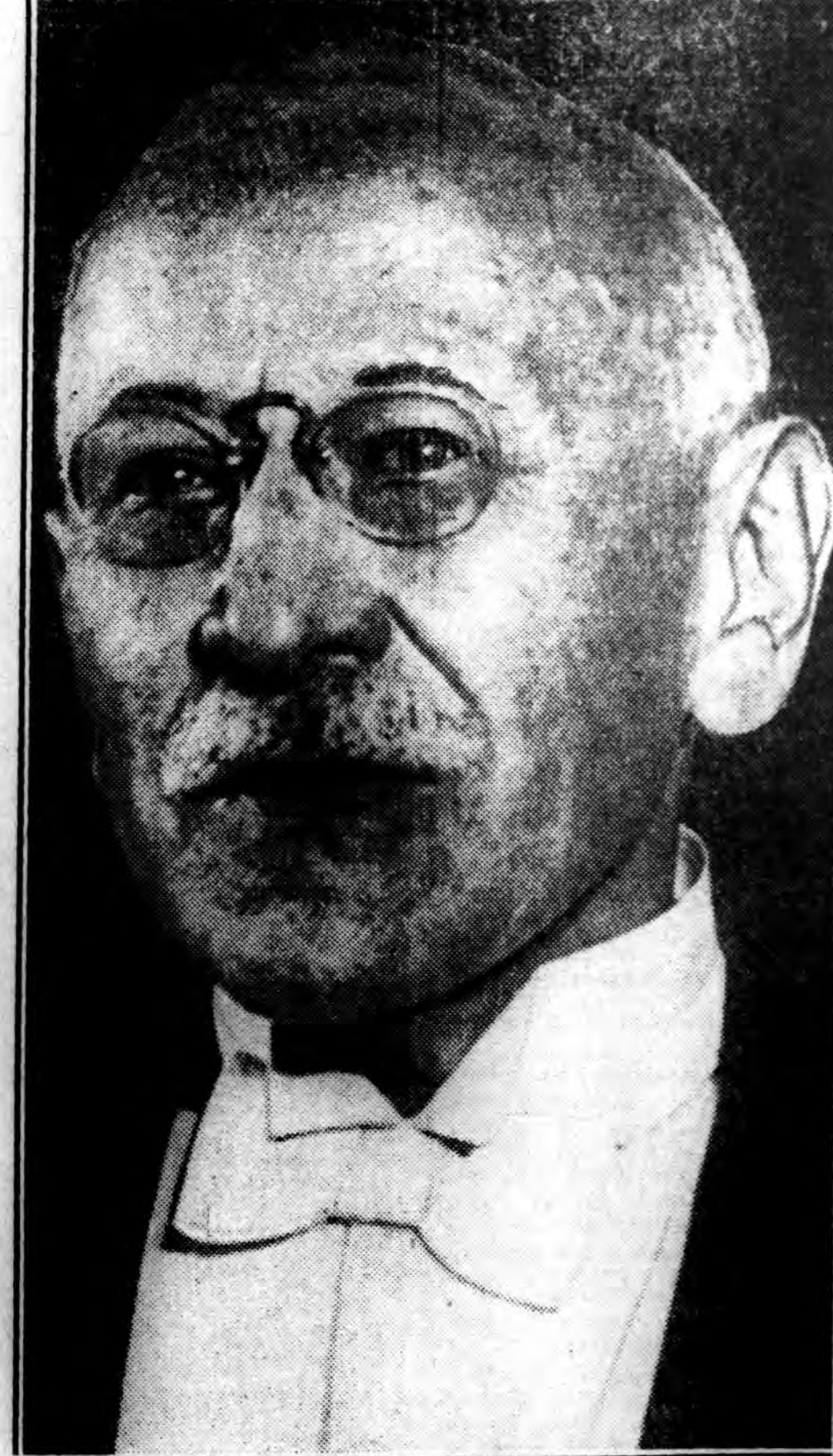
The Syracuse store is a complete department store and draws trade into Syracuse from a shopping area which extends from the Adirondacks and St. Lawrence regions to Binghamton and from Amsterdam to Geneva.

The Syracuse store is under direction of Robert J. Dillon as general manager, with R. N. Benedict as advertising manager; H. Blumer, merchandising manager; J. Calkins, operating superintendent, and A. D'Ambrosia, comptroller.

The store has a staff of about 200, most of whom are native Syracusans and nearly all of whom are actual part owners of the business.

The Sears company has an employee participation plan, under which every employee, from lowest to highest, after one year's service, becomes a stockholder and shares the profits. Under this plan each employee turns in 5 per cent. of his earnings and to this the company adds 7½ per cent., before any deductions for taxes or other expenses, and purchases stock for the employees. Mr. Dillon said that 60 per cent. of the staff of the Syracuse store are stockholders.

The store itself is as comfortable and accessible as modern



JULIUS ROSENWALD

It was under the guiding hand of Julius Rosenwald, who bought part interest in Sears, Roebuck and Company in 1895, that the company has had its greatest growth. Mr. Rosenwald, who died in 1932, became president of the company in 1909, and in 1928 became chairman of the board of directors. His son, Lessing Julius Rosenwald is now chairman.

sales methods can make it. The entire building is equipped with air-conditioning, the goods are exposed over the more than 200,000 square feet of floor space so that every article can be inspected by the purchaser at his leisure.

In addition, the parking space will care for 320 cars and the store is equipped to sell oil and other automobile necessities. Mr. Dillon was proud of the fact that his store ranks fourth in the list of Sears stores in the sale of automobile oil.

It is the unwritten law of the organization that all executives of the company must work their way up from the ranks, and even members of the Rosenwald family have entered the company in lowly positions to learn the business from the foundation.

Under L. J. Rosenwald and President Wood are such men as D. M. Nelson, vice president in charge of merchandising; J. M. Baker, vice president in charge of retail administration; T. J. Carney, vice president in charge of operating; G. E. Humphrey, vice president in charge of factory operation; E. H. Powell, secretary and treasurer, and E. J. Pollock, vice president and comptroller.

President Wood has had a most colorful career. He was born in Kansas City, Mo., and was graduated from West Point in 1900. He served as a lieutenant in the Philippine Insurrection and was decorated for service.

When the federal government decided to build the Panama Canal, General Wood, then a colonel, was selected as one of the chief executives of the project and, from 1905 to 1915, he served as chief quartermaster and director of the Panama Railroad Company.

He had been advanced to the rank of brigadier-general when the United States entered the World War and in 1918 and 1919 he served as acting quartermaster-general of the national army.

He retired from the army in 1919 and, after a short business career, was chosen first vice president and then president of Sears, Roebuck and Company.

PROUD OF SALES RECORD



ROBERT J. DILLON

The Syracuse store is under the direction of Robert J. Dillon, general manager. He is proud of the fact that his store ranks fourth among the Sears' stores in the sale of automobile oil and is well up the list in other departments.

MAIN FLOOR, SHOWING TYPICAL ARRAY OF MERCHANDISE



This is a typical view of the main selling floor of the Syracuse store of Sears, Roebuck and Company. The store employs about 200 men and women, nearly 60 per cent. of whom are actual stockholders in the company under an employee participation plan

whereby the employees share in the profits through purchase of stock. The store is equipped to meet the demands of the typical American city home or farm. The store draws shoppers into Syracuse from a wide area, the patrons being attracted by the wide selection and price range.