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The State of Department Store Retailing

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A Thesis for the Honors Program

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There is no doubt that department store retailing has changed dramatically from its beginnings one hundred fifty years ago. Fulfilling far more than just shopping needs, early department stores went to great lengths to entertain their customers and to ensure their comfort. Such stores also set the standards for consumer buying behavior: people bought what the department stores said they should buy.

Today, however, the opposite holds true. Consumers direct the behavior of retail establishments to a much greater extent than in the past. Modern department stores concentrate on offering product mixes desired by the consumer at the current time. The failure to recognize and respond to consumers' changing needs and wants is one reason for the decline of many department stores.

Department stores must adapt to new realities in retailing if they are to remain successful. Such realities include adopting technology that will improve efficiencies and lower expenses and responding to the changing needs and wants of consumers.

These two realities were irrelevant in the early days of department stores. Much of the technology currently utilized by retailers was unavailable. And, customers were driven by retailer-inspired motivations. Nevertheless, it is important to examine the history of department store retailing to gain a better understanding of its place in society and its function in the marketplace.

It is also essential to consider the future of department stores. The continuing presence of these retailers affects not only competitive forms of retailing but also the consumer himself.

THE RISE OF THE DEPARTMENT STORE

Prior to 1850, the retailing entity known as the department store did not even exist (Benson 12). In 1850, two types of establishments dominated American retailing: the rural or small-town general store that met the demands of the local market, and the urban shop that specialized in a narrow line of goods, such as umbrellas. General stores eventually grew into department stores as small towns became cities, but the first department stores actually evolved from the urban shops.

Alexander Turney Stewart, Rowland H. Macy, John Wanamaker, and Marshall Field, among others, helped to move retailing into its new era "by diversifying their offerings, adopting the one-price system [eliminating haggling over prices], pledging not to misrepresent merchandise, promising refunds or exchanges for unsatisfactory goods, allowing free access to their establishments without the obligation to buy [previously a purchase was expected], and limiting their dependence on credit in stocking their stores" (Benson 13). These store owners were not consciously seeking a new type of firm but rather were concerned with the immediate health of their businesses (13).

Whether Macy's was America's first true department store is a question that may never be answered satisfactorily. A.T. Stewart's, Zions, and Wanamaker's have also been credited with the same distinction. There is little doubt, however, that Macy's flagship store in New York City, covering 2,200,000 square feet of floor space, became the largest department store under one roof (Hendrickson 61). Macy's also was the largest retail operation in New York before it was twenty years old (Benson 14).

Department stores boasted an unprecedented combination of size and variety. In 1875, Macy's stock included home furnishings, toys and dolls, books, candy, sporting goods, china, glassware, and silver. Macy continued adding departments to attract new customers (16).

Department stores proved to be far more than just places for purchasing an extremely wide variety of goods. They were sources of entertainment as well. Window-shopping became a welcome diversion, and just viewing the decor of department stores was an adventure. Fine woods, gleaming marble, and luxurious carpets were decorating standards (19). "Shopping was not just purchasing but an agreeable and leisurely diversion in luxurious surroundings, lured with exciting events to relieve daily tedium. . ." (Benson 21).

Department store facilities were designed to encourage shoppers to linger within the store and thus presumably buy more merchandise. At one time, the stores had lounges supplied with newspapers and stationery. In the mid-1880's, Wanamaker's, Macy's, and Field's provided telephone and telegraph stations as well as post offices. And, in 1878, Macy's opened the first department store cafeteria (20).

DEPARTMENT STORE DILEMMAS

Although department stores boasted a glorious reputation and fabulous success for years, many have recently closed or undergone major changes in ownership. Everyone in American retailing agrees the country is 'overstored' and that many takeovers, mergers, and bankruptcies can be expected. The number of retail failures rose thirty-five percent from 1990 to 1991, with about 17,315 retailers filing for bankruptcy or closing completely, according to Dun & Bradstreet, Corp. In 1984, the average annual failure rate fell somewhere between 12,000 and 14,000 (Swisher H5).

Buffums in California, an 87-year-old department store chain, announced its liquidation in April 1991 after deeming further reinvestment in the business futile. Chief Financial Officer Chris Tassos commented, " 'There's not really a place for a medium-size department store chain today. We didn't have enough volume to compete with a Nordstrom or May Co. in advertising and maintain our visibility' " (Koselka 71).

In January 1990, Federated Department Stores, along with sister company Allied Stores, filed for Chapter 11 protection. They were unable to draw a high enough price for Bloomingdale's or raise capital in any other way (Solomon 7). In February 1992, Federated Stores, Inc., did emerge from the bankruptcy, the biggest in retail history (Swisher H1).

Massive debts have been a major cause of many department stores' downslide (Solomon 7). Heavy borrowing has financed what industry observers claim has been a huge overexpansion of retail space during the past twenty years (Swisher H5). Store size, however, is expected to decline as retailers attempt to improve profits by reducing the square footage leased. Today, more than eighteen square feet of retail space exists for each American, double the 1972 amount (Schmeltzer 7-1).

But high leverage is not the only problem facing department store retailers. As a group, their market share has been slowly declining. Kurt Salmon Associates, a retail and soft-goods consulting firm, reports department stores accountable for 23.6 percent of all retail dollars spent on the key area of women's apparel in 1990, down from 24.1 percent in 1989 and 24.5 percent in 1988 (Solomon 4). For all apparel, department stores held 21 percent in 1990, down from 21.8 percent in 1989 and 21.6 percent in 1988 (7).

A study by Tactical Retail Solutions, a New York consulting firm, indicated that traditional department stores accounted for twenty-six percent of the general merchandise sold in the United States in 1991, down only four percentage points from their 1981 share. A "traditional department store" stocks a larger array of goods than stores such as Nordstrom's and Neiman-Marcus. These goods generally include apparel, housewares, and home furnishings.

While several famous department store chains have filed for bankruptcy during the last six years, department stores have relinquished only two percent of the market since 1986. But Tactical Retail Solutions does estimate that department stores' share of the general merchandising market will fall another two percentage points by the mid-1990's (Strom A1).

THE RETAILING REALITY OF NEW TECHNOLOGY

In order for department stores to reverse the steady erosion they have been experiencing, they must address new retailing realities. One of these is the adoption of new technology.

Dan Raff, assistant professor of retailing at Harvard Business School, believes department stores have not been getting the latest styles onto the sales floor quickly enough. This is largely because they have been slow in implementing new technologies, such as electronic data exchange and bar coding systems, which allow stores to track day-to-day sales of particular items. " 'This makes it possible to have lower inventory levels and maintain a more intensive policy of stocking just what people want,' " says Raff.

It generally takes several months for the merchandise which department stores order to actually reach store shelves. According to Raff, " 'When you make orders that early, you only have a glimmer of what's going to happen in the future. People's tastes change' " (Solomon 7). The Limited, a specialty store concentrating on women's apparel, estimates it takes between twenty-one and sixty-three days to get merchandise on its shelves. A senior-level executive with a Federated store comments, " 'Some of the success of specialty stores has to do with the fact that they have a more sophisticated way of knowing what they're selling. A big part of retailing is having the product in stock and having it out on the floor.' " (8).

Federated Department Stores, Inc., Dillard Department Stores, and the May Department Stores Company all have some form of computerized inventory-management and back-office record-keeping ("Helping D6). Dillard's, based in Little Rock, Arkansas, with stores throughout the South and Southwest, is perhaps the strongest department store chain in the United States because of the advanced systems that allow the company to keep its inventory lean and still maintain a full assortment of merchandise (Strom D4).

According to Glen H. Griffith, chief executive of the Sabre Group, computerized systems provide " 'instant access to information that helps you make judgements about how to run your business, which you never had before.' " Sabre, a branch of Federated, handles the parent company's computer system and even sells the system to other retailers. Macy's has been a Sabre client since 1990, a contract worth $6 million to Federated ("Helping" D6).

In the past six years, most of the "big" department store chains have implemented such new technology. The money saved can be used for training and paying superior salespeople, for improving signs and fixtures, and for achieving better customer service (Strom D4).

THE RETAILING REALITY OF THE CHANGING CONSUMER

Another retailing reality department stores must address is the changing needs and wants of the consumer. "Knowing when, where, how, and why customers are shopping--and then providing the appropriate hours, venues, methods, and merchandise to match--could be considered a 'nutshell' description of successful retailing" (Gill 32).

Industry observers say many department stores have lost touch with the consumer. Kurt Barnard, publisher of <u>Barnard's Retail Marketing Report</u>, argues that department stores instead have largely overlooked 'radical and dramatic' changes in consumer lifestyles during the past twelve to fifteen years (Solomon 17).

Professor Richard Feinberg of Purdue University observes, " 'Instead of the nuclear family, we have live-alone singles, live-together singles, adults living with adult children, two-career parents with (or without) kids, [and] mine-and-yours families.' " By the year 2000, one-third of adults will be in single-person households, which could cause loneliness. This trend should encourage retailers to focus on the marketing of VCR's, step-up video products with many features, and other items that can be enjoyed alone (Bergmann 77).

The growth of younger two-income families, with discretionary dollars but little time to spend them, has led to a decrease in retail patronization. Not tolerating poor retail service, including long lines and inconvenient hours, these consumers use direct marketing heavily.

The aging population, for instance the "Baby Boom" generation, has great potential for retailers (Flicker 66). The Baby Boomers are not only well-educated and well-established, but they will inherit from the pre-World War II generation, giving them increased disposable income to spend on goods and services. These individuals will demand better service, convenience, quality rather than quantity, and shorter checkout lines (67).

In order to help satisfy the customer's growing demand for high-quality service while increasing productivity (dollar volume per hour), department stores are deploying their employees more effectively and teaching them how to make sales more courteously (Agins B1). Macy's is allotting more salespeople to so-called "relationship" departments, such as luggage and jewelry, in which customers need extra assistance. In "convenience" departments, such as hosiery, shoppers are on their own (B10). To the stores' benefit, no additional employees are being hired. Existing ones are simply being removed from certain departments to work in others (B1). At Macy's, salespeople no longer have to leave customers to get authorizations on returns and no longer have to complete inventory tasks. This way customers receive faster service and more attention from the salesperson (B10).

Phyllis Tama, vice-president of the executive research firm of Thorndike Deland, believes the real issue of the 1990s will be customer service. And, importantly, customers will shop where they feel the most comfortable and where they will receive the best service, regardless of merchandise selection (Gill 8).

Consumers continue to shop at department stores for several reasons. "First, while specialty stores have built their fortunes either by marketing sharply priced brand names or by developing high-fashion private labels, department stores are still the first place where designers and upscale manufacturers in apparel and home furnishings go to launch their newest collections" (Solomon 8).

Just as designers and upscale suppliers have confidence showcasing their latest lines in department stores, consumers have confidence shopping there. Department store customers in general trust that the quality and taste level of their purchases will be high.

Department stores also still provide entertainment. For example, Macy's hosts an annual Thanksgiving Day parade. And department stores across the United States have celebrity appearances, decorating seminars, bridal fairs, cosmetic demonstrations, traffic-building one-day sales, and even Santa Clauses to draw in customers.

To many consumers, however, the attraction of department stores is their wide selection of products, from clothes and accessories to linens and glassware. Sue Kronick, senior executive vice-president with Bloomingdale's, comments, " 'Department stores are like vertical malls. As consumers age, how many are going to want to walk three miles through an actual mall just to get what they want?' " (Solomon 8).

Bill Ress, chairman of the retail management consulting firm C.W. Ress, identifies five factors which drive the customer. These factors include service and information, selection, convenience, merchandise and merchandise presentation, and price. According to Ress, department store retailers have been ignoring all of the driving factors except price (Gill 10).

To compete with such discounters as K-mart and Wal-Mart, department stores are pricing items differently. Previously they caused consumers to question their credibility by putting out merchandise at full price and then marking it down for a sale the next week. This process not only trained customers to delay their purchases but also hurt profit margins. Federated and other chains are now setting prices lower initially and keeping them there. Retailers suggest that this practice conveys to consumers that retail prices are fair prices.

Although initial prices on most items are lower than when sales are run routinely, eliminating markdowns means spending less money in special promotional advertising and on labor costs to reticket merchandise. In addition, this pricing strategy can increase sales and thus lower expenses as well as improve productivity. Bloomingdale's decreased its "spur-of-the-moment" sales, sales on individual items or groups of items as opposed to department-wide sales, by eighty-five percent in the first three quarters of 1992 ("Retailers" D1).

J.C. PENNEY -- ADAPTING TO RETAILING REALITIES

J.C. Penney Company Inc., America's fourth largest retailer (Zellner 51), is one department store which has responded to new realities in retailing. By adapting to the consumer's desire for higher quality merchandise at lower prices, store profitability has increased dramatically. Ward's Business Directory of U.S. Private and Public Companies - 1993 ranks Penney's third in department store sales, preceded only by Sears Roebuck and Company and the Sears Merchandise Group (see appendix for complete ranking).

<u>Business Week</u> places Penney's seventy-eighth in its 1993 listing of the top one thousand companies ranked by stock market value. Valued at $9,693,000,000, the department store rose eighteen places from its 1992 ranking ("The Top 1000 Companies" 122). The company's market value rose thirty-four percent from 1992 to 1993, against an industry composite increase of eighteen percent.

In the discount and fashion retailing category, Penney's ranks sixth. With sales of $18,009,000,000 for the 1992 calendar year, the department store saw an eleven percent increase over 1991 sales. The industry composite for 1992 sales was $305,316,000,000; for percentage of change from 1991 sales, the industry composite was twelve percent. Penney's profited $777,000,000 in 1992--a 194 percent increase from 1991, compared to the industry composite of $6,009,300,000--a four percent decrease from 1991 ("The Top 1000 U.S." 172).

Penney's position was far from profitable less than two years ago. During the 1980s, the chain wisely worked to differentiate itself from rival Sears by eliminating such lines as tires and hardware. Penney's also began offering trendier looks and respected brands like Oshkosh B'Gosh and Levi's. But the effectiveness of these two moves was almost undone by the store's decision to expand its selection of more expensive lines--just when the recession of 1990-91 and the Persian Gulf War were stifling consumer spending. In 1991 store earnings fell thirty-six percent; 1989 earnings were a record $822 million (Zellner 51).

While declining profits indicated some form of change was necessary, consumer input provided specifics for the new marketing strategy. Quantitative data from surveys and qualitative data from focus groups were obtained from consumers. Information regarding competitive activity and societal trends was also collected (Mack).

William R. Howell, Penney's chairman and chief executive officer, believes consumers have money to spend but have become more pragmatic and value-oriented than ever. According to him, " 'If you give them value and treat them intelligently, they are going to frequent your business' " (Ramey 15). W. Barger Tygart, executive vice-president and director of merchandising for Penney's, feels consumers now use strong price/value criteria centering on quality when shopping ("Working" 92).

Penney's new marketing strategy certainly addresses value, with ten to thirty-three percent price cuts on hundreds of high-volume and fashion items in 1991 (Ramey 15). The price reductions involved mostly private-label goods in hosiery, sportswear, dresses, and intimate apparel, but care was taken to maintain quality. For instance, the price of a silk shell was cut thirty-three percent without any change in construction.

" 'Our margins might be lower on a product, but in total, our margins are improved because we are selling more of it and more of it at less off,' " commented Jim Oesterreicher, president of stores and catalog. " 'Because our [product] assortments are more focused we don't have as many markdowns on odds and ends, so gross margins are up more than sales,' " he added.

According to Oesterreicher, Penney's current assortment and mix of merchandise better addresses today's consumer. The store's merchandise now also has "genuine fashion quality appeal" (Jovine 6). William Howell believes Penney's has 'tremendous momentum' because the store has found the right balance of private-label merchandise, national brands, and pricing (Ramey 15).

To communicate its new message to consumers, Penney's hired the Dallas advertising agency of Temerlin McClain in late 1991. Utilizing a $100 million budget for broadcast advertising, up eighty-two percent from 1992, the agency is informing consumers of Penney's quality and value (Zellner 52).

In addition, the advertising campaign emphasizes Penney's change into a more fashionable store. This strategy is based on research which indicated that consumers were not aware of the department store's efforts to update its fashions. According to Oesterreicher, " 'A lot of customers who have taken a vacation from J.C. Penney are gradually coming back -- some as a result of the campaign -- to look us over' " (Jovine 7).

In a telephone interview, Beth Mack, senior vice-president/account director at Temerlin McClain, contrasted Penney's previous and current advertising.

"Before Penney's advertising was soft-sell, lifestyle-oriented, and out-of-store. Now it's a visual depiction of the shopping experience in the store." While a field previously was used as the setting for advertising, today it is the actual store.

Although Penney's is using a greater amount of advertising, the same media, principally network television and pre-printed inserts, are carrying the message. Local stores do have the authority to make some adjustments, for example airing radio commercials.

Mack considers the ability of Penney's current advertising to address reality its best aspect. "The advertising truly reflects what the store is. We have a wonderful thing to tell people about" (Mack).

It appears that Penney's has done an excellent job of responding to the changing needs and wants of consumers, a new retailing reality. President Oesterreicher asserts, " 'We [Penney's] are the retailer that is most in tune with the consumer today, and we want to stay that way' " (Jovine 7).

Penney's has also adopted technology to improve efficiencies and lower expenses, a second retailing reality. Aside from the fairly common practices of electronic data exchange and bar coding, Penney's utilizes satellite television in the purchasing of merchandise. Through a partnership with GTE Spacenet, buyers for individual stores select merchandise by watching television programs broadcast via satellite every quarter. The assortment of merchandise shown is selected at the wholesale level by national buyers for Penney's working with manufacturers and suppliers ("How" 80). But local buyers retain the power to order what they feel will sell the best in their particular areas. Thus customers' needs and wants are met more appropriately (Brown).

The direct broadcast program began in 1984 as a test, but, based on its success, 725 of Penney's 1300 stores now have the necessary receiving equipment ("How" 80). Buyers for stores without their own equipment travel to other stores (Brown).

At first, buyers had reservations about the program. Not being able to actually handle the merchandise disturbed them. But the benefits of the program quickly overcame the buyers' reservations. Stores receive and send order information at a much quicker rate. Within ten days of a broadcast, individual stores will have entered their orders by item.

Utilizing the highest quality television equipment available helped to compensate for the inability to touch the merchandise. The buyers presenting merchandise on the television programs also became better skilled at describing items ("How" 85).

David Brown, a buyer of women's clothing for Penney's in Bowling Green, Kentucky, is quite pleased with the direct broadcast program. He believes it has become a permanent part of the department store's buying procedure (Brown).

Other department stores do not give individual stores the luxury of selecting merchandise. Instead, there are usually branch operations in particular markets. A group of buyers does all the purchasing for certain stores and then simply designates how much of the selected merchandise goes to each store ("How" 80). Penney's is definitely a pioneer in the use of video technology ("How" 84).

THE FUTURE OF DEPARTMENT STORES

Several concerns must be addressed when examining the future of department store retailing. Competition is particularly important as the continuing rise of discounters like Wal-Mart and specialty retailers such as the Gap has left industry specialists and the public amazed. Such competition has hurt department store sales.

According to Bill Flatley, Kurt Salmon Associates' director of retail strategy services, " 'There are some specialty businesses out there taking major chunks of share from department stores. But the situation is not really one form of retailing taking share from department stores; many different forms are nibbling away' " (Solomon 7). According to Walter Salmon, professor of retailing at Harvard Business School, department stores in the past have not integrated the effective retailing formulas utilized by various specialty chains and category killers, like Toys 'R' Us, into their own businesses. Instead, they have simply considered their competition to be other department stores (Strom D4).

Because of specialty stores' great success in the areas of toys, consumer electronics, and furniture, more and more department stores have abandoned these product categories over recent years. As a result of such category abandonment, the line between department stores and specialty stores has blurred and, according to experts, probably will not become any more distinct in the near future (Gill 8). Some department stores are now beginning to consider themselves as a collection of specialty stores (women's sportswear, children's clothing, furniture) under one roof. The stores use various signs and fixtures to indicate where one "store" ends and another begins as well as to guide customers (Strom D4).

Many in the retailing industry believe attention should focus on how department stores present the merchandise they do carry and on how they market themselves to customers rather than on what merchandise department stores should offer or re-offer (Gill 8). Merchandise presentation, giving people good ideas, is a major issue. Retailers do not sell housewares; they sell access to better cooking (10).

Executives agree that it would be extremely difficult for department stores to attempt to re-enter businesses they have abandoned. Experts also caution that any further elimination of product categories carried by department stores could result in decreased success in remaining categories since customers would have fewer reasons to shop the stores. According to Phyllis Tama, vice-president of the executive research firm of Thorndike Deland Associates, which specializes in retailing, " 'When people today think of a specialty business to go into, they think of what department stores have gone out of' " (8).

The department stores that survive will offer consumers many reasons for shopping them yet will be focused as well. They also will anticipate rather than follow what customers want. These statements, in fact, define any retail company that will flourish in the 1990s and beyond (Bergmann 77).

Walter K. Levy, chairman of Walter K. Levy & Robert E. Kerson Associates, sees department stores becoming essentially large-space specialty stores. " 'Even now, says Levy, there are not really any full-line department stores left. And they shouldn't try to be all things to all people in all product areas--that is what a mall is. Besides, these retailers cannot compete department-to-department with specialty stores, so they have to pick certain businesses to pursue and then try to set themselves apart.' " The move to the next century, as Levy envisions it, will require retailers to find new ways of selling and to be willing to take risks (9). Consumers will gradually increase their spending as they become more assured of their financial positions. " 'It won't be a passion to shop with a banzai spirit and a 'who cares' attitude, but we will see an evolutionary change to more positive attitudes,' " according to Arnold Aronson, chairman and chief executive officer of Woodward & Lothrop of Washington (Swisher H5).

According to Sue Sprunk, vice-president of sales promotion for Mervyn Stores, there is currently a fragmentation in loyalty and much more fluidity in willingness to accept different formats than ever before. Consumers want quality merchandise, fashion, value, and respect for their time. They want retailers to want their business, and they want them to express it. Sprunk states that at Mervyn "we feel very, very strongly that, if we present our merchandise to our customers, give them what they want, in a way that they want it, that business is going to be good. . ." (Sprunk 14R).

And business could very well be good for many department stores. Despite the mistakes made, analysts indicate the department store as a retail formula still works. " 'There's nothing inherently bad about department stores,' " claims Bill Flatley, Kurt Salmon Associates' director of retail strategy services (Solomon 8). Vice-president of U.S. Trust Bill Becker adds, " 'The ones that have followed their customers really haven't done all that badly' " (Solomon 8). Flatley notes, " 'There are still some very successful department stores that have not fallen prey to severe problems. Dillard's and May Co. are financially solid and Nordstrom has grown dramatically' " (Solomon 8).

" 'What everyone seems to forget is that department stores, many of which have been around for more than 130 years, have withstood the growth of the mass merchandisers, the discount stores, the specialty stores, and the category killers,' " comments Stephen E. Watson, president of the Dayton Hudson Corporation which operates the Dayton's, Hudson's, and Marshall Field's department-store chains (Strom D4). Many analysts of the retail industry suggest that the well-publicized problems of Macy's and others represent the latest transformation of the industry rather than its demise (Swisher H1).

Addressing new realities in retailing can only improve the positions of department stores. As they provide the merchandise and service desired by the consumer and utilize the latest in technological advances, their profitability will only increase as more money is spent in department stores by customers who see their needs being met.

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Appendix

Rank	Company Name—Executive Officer	Address, City, State, Zip	Phone	Type	Fin	Empls
25	Brigadier Homes Inc (Sylvester Georgia)—*Bob Colby*	PO Box 567, Sylvester GA 31791	912-776-3437	R	< 1*	< .1

TOTALS: SIC 5271 Mobile Home Dealers

Companies: 25 Financial Data: 262 Employees: 1.3

5311 Department Stores

Rank	Company Name—Executive Officer	Address, City, State, Zip	Phone	Type	Fin	Empls
1	**Sears Roebuck and Co—*Edward A Brennan***	**Sears Tower, Chicago IL 60684**	**312-875-2500**	**P**	**57,242**	**450.0**
2	Sears Roebuck and Co Sears Merchandise Group—*Michael Bozic*	Sears Tower, Chicago IL 60684	312-875-2500	D	31,986	302.0
	Sears Roebuck and Co					
3	JC Penney Company Inc—*William R Howell*	14841 N Dallas Pkwy, Dallas TX 75240	214-591-1000	P	17,295	185.0
4	**Dayton Hudson Corp—*Kenneth A Macke***	**777 Nicollet Mall, Minneapolis MN 55402**	**612-370-6948**	**P**	**16,115**	**168.0**
5	May Department Stores Co—*David C Farrell*	611 Olive St, St Louis MO 63101	314-342-6300	P	10,402	115.0
6	RH Macy and Company Inc—*Edward S Finkelstein*	151 W 34th St, New York NY 10001	212-695-4400	R	7,344	76.4
7	**Federated Stores Inc—*Allen Questrom***	**7 W 7th St, Cincinnati OH 45202**	**513-579-7000**	**S**	**7,100**	**110.0**
8	Federated Department Stores Inc—*Allen I Questrom*	7 W 7th St, Cincinnati OH 45202	513-579-7000	P	6,932	78.9
9	Montgomery Ward and Company Inc—*Bernard F Brennan*	1 Montgomery Ward Plz, Chicago IL 60671	312-467-2000	S	5,600	66.3
	Montgomery Ward Holding Corp					
10	**Montgomery Ward Holding Corp—*Bernard F Brennan***	**1 Montgomery Ward Plz, Chicago IL 60671**	**312-467-2000**	**R**	**5,600**	**66.3**
11	Mervyn's—*Walter T Rossi*	25001 Industrial Blvd, Hayward CA 94545	510-785-8800	S	4,143	50.0
	Dayton Hudson Corp					
12	Dillard Department Stores Inc—*William Dillard*	1600 Cantrell Rd, Little Rock AR 72201	501-376-5200	P	4,036	40.5
13	**General Cinema Corp—*Robert J Tarr Jr***	**27 Boylston St, Chestnut Hill MA 02167**	**617-232-8200**	**P**	**3,588**	**39.6**
14	Dayton Hudson Department Stores Co—*Stephen Watson*	700 on the Mall, Minneapolis MN 55402	612-375-2200	S	2,931	35.0
	Dayton Hudson Corp					
15	Ames Department Stores Inc—*Stephen L Pistner*	2418 Main St, Rocky Hill CT 06067	203-257-2000	P	2,819	35.0
16	**Belk Stores Services Inc—*John M Belk***	**2801 W Tyvola Rd, Charlotte NC 28217**	**704-357-1000**	**R**	**2,810***	**33.0**
17	Mercantile Stores Company Inc—*David L Nichols*	1100 N Market St, Wilmington DE 19801	302-575-1816	P	2,442	26.0
18	Carter Hawley Hale Stores Inc—*Philip M Hawley*	444 S Flower St, Los Angeles CA 90071	213-620-0150	P	2,128	24.0
19	**PA Bergner and Company Inc—*Stanton Bluestone***	**331 W Wisconsin Ave, Milwaukee WI 53203**	**414-347-4141**	**R**	**2,000**	**18.0**
20	Bradlees Discount Department Store Co—*Barry A Berman*	1 Bradlees Cir, Braintree MA 02184	617-380-8000	S	1,772	N/A
21	Neiman Marcus Group Inc—*Robert J Tarr Jr*	PO Box 9187, Chestnut Hill MA 02167	617-232-0760	P	1,745	15.7
	General Cinema Corp					
22	**Hills Department Stores Inc—*Michael Bozic***	**15 Dan Rd, Canton MA 02021**	**617-821-1000**	**P**	**1,680**	**21.5**
23	Shopko Stores Inc—*Dale P Kramer*	PO Box 19060, Green Bay WI 54307	414-497-2211	P	1,648	17.4
24	Venture Stores Inc—*Julian M Seeherman*	2001 E Terra Ln, O'Fallon MO 63366	314-281-5500	P	1,522	16.2
25	**Taubman Investment Company Inc—*Bernard Winograd***	**PO Box 200, Bloomfield Hills MI 48303**	**313-258-6800**	**R**	**1,500***	**18.0**
26	Macy's California Inc—*Daniel Finkelstein*	121 Stockton St, San Francisco CA 94119	415-397-3333	S	1,461	15.4
	RH Macy and Company Inc					
27	Macy's South Inc—*Harold Kahn*	180 Peachtree St NW, Atlanta GA 30303	404-221-7221	S	1,210	11.1
	RH Macy and Company Inc					
28	**Neiman Marcus Co—*Terry J Lundgren***	**1618 Main St, Dallas TX 75201**	**214-741-6911**	**S**	**1,209**	**9.9**
	Neiman Marcus Group Inc					
29	May Department Stores Co Hecht's—*Irwin Zazulia*	685 N Glebe Rd, Arlington VA 22203	703-558-1200	D	1,203	13.0
	May Department Stores Co					
30	May Department Stores Co Lord and Taylor—*Marshall Hilsberg*	424 5th Ave, New York NY 10018	212-391-3344	D	1,185	11.5
	May Department Stores Co					
31	**May Department Stores Co Foley's—*Michael Steinberg***	**PO Box 1971, Houston TX 77002**	**713-651-7038**	**D**	**1,176**	**10.2**
	May Department Stores Co					
32	Burdines Inc—*Howard Socol*	22 E Flagler St, Miami FL 33131	305-635-5151	S	1,127	12.7
	Federated Department Stores Inc					
33	Schottenstein Stores Corp—*Saul Schottenstein*	1800 Moler Rd, Columbus OH 43207	614-471-4722	R	1,100	10.0
34	**Woodward and Lothrop Inc—*Arnold Aronson***	**20800 Eisenhower Dr, Alexandria VA 22314**	**703-329-5450**	**S**	**1,080***	**13.0**
	Taubman Investment Company Inc					
35	Bloomingdale's Inc—*Michael Gould*	1000 3rd Ave, New York NY 10022	212-705-2000	S	1,067	11.6
	Federated Department Stores Inc					
36	Caldor Inc—*Don R Clarke*	20 Glover Ave, Norwalk CT 06856	203-846-1641	S	1,001	16.0
37	**Carson Pirie Scott and Co—*Stanton Bluestone***	**331 W Wisconsin Ave, Milwaukee WI 53203**	**414-347-5340**	**S**	**1,000***	**17.5**
	PA Bergner and Company Inc					
38	Marshall Field's—*Marvin Goldstein*	111 N State St, Chicago IL 60602	312-781-1000	S	1,000*	14.0
	Dayton Hudson Corp					
39	May Department Stores Co May Company California—*David P Mullen*	6160 Laurel Canyon, North Hollywood CA 91606	818-508-5226	D	968	11.7
	May Department Stores Co					
40	**Strawbridge and Clothier—*Peter S Strawbridge***	**801 Market St, Philadelphia PA 19107**	**215-629-6000**	**P**	**968**	**13.9**
41	Carter Hawley Hale Stores Inc Emporium-Weinstock's Co—*Barbara Bass*	835 Market St, San Francisco CA 94103	415-764-2222	D	950	9.6
	Carter Hawley Hale Stores Inc					
42	Lazarus Inc (Cincinnati Ohio)—*Mark Cohen*	699 Race St, Cincinnati OH 45202	513-369-7000	S	914	11.2
	Federated Department Stores Inc					
43	**Kohl's Corp—*William S Kellogg***	**N54 W13600 Woodale Dr, Menomonee Falls WI 53051**	**414-783-1640**	**P**	**863**	**12.9**
44	Kohl's Department Stores Inc—*William S Kellogg*	N54 W13600 Woodale Dr, Menomonee Falls WI 53051	414-783-5800	S	863	12.9
	Kohl's Corp					
45	Jamesway Corp—*Herbert Fisher*	40 Hartz Way, Secaucus NJ 07096	201-330-6000	P	855	7.9
46	**Abraham and Straus Inc—*Chaim Edelstein***	**422 Fulton St, Brooklyn NY 11201**	**718-875-7200**	**S**	**835**	**9.4**
	Federated Department Stores Inc					
47	May Department Stores Co Famous-Barr—*Anthony J Torcasio*	601 Olive St, St Louis MO 63101	314-444-3111	D	822	10.3
	May Department Stores Co					
48	Rich's Inc—*Carl Tooker*	223 Perimeter Center, Atlanta GA 30346	404-913-4000	S	809	8.8
	Federated Department Stores Inc					
49	**May Department Stores Co Kaufmann's—*William T Tobin***	**400 5th Ave, Pittsburgh PA 15219**	**412-232-2000**	**D**	**785**	**8.9**
	May Department Stores Co					
50	May Department Stores Co Robinson's—*Robert L Mettler*	600 W 7th St, Los Angeles CA 90017	213-488-5522	D	729	7.7
	May Department Stores Co					
51	Bon Inc—*Wilbur Fix*	1601 3rd Ave, Seattle WA 98181	206-344-2121	S	719	6.7
	Federated Department Stores Inc					
52	**John Wanamaker Inc—*Don Godfrey***	**1300 Market St, Philadelphia PA 19107**	**215-422-2000**	**S**	**700***	**8.0**
	Woodward and Lothrop Inc					
53	Stern's Inc—*Lawrence Stone*	Rte 4, Paramus NJ 07652	201-845-5500	S	641	8.3
	Federated Department Stores Inc					
54	Jordan Marsh Stores Corp—*Harold Frank*	450 Washington St, Boston MA 02205	617-357-3000	S	614	5.8
	Federated Department Stores Inc					
55	**Macy's South Inc Bullock's—*Mark Sellers***	**800 S Hope St, Los Angeles CA 90017**	**213-612-5000**	**D**	**600***	**7.3**
	Macy's South Inc					
56	Hess's Department Stores Inc—*Steve Furst*	831 Hamilton Mall, Allentown PA 18101	215-821-4377	S	563	5.4
57	Fedco Inc—*Edward L Butterworth*	9300 Santa Fe Springs, Santa Fe Springs CA 90670	310-946-2511	R	510*	6.0
58	**May Department Stores Co Filene's—*Heywood L Wilansky***	**426 Washington St, Boston MA 02101**	**617-357-2100**	**D**	**500**	**6.1**
	May Department Stores Co					
59	HC Prange Co—*Gerard Donnelly*	301 N Washington St, Green Bay WI 54301	414-435-6611	R	470*	5.6
60	Filene's Basement Corp—*Samuel Gerson*	40 Walnut St, Wellesley MA 02181	617-348-7000	P	465	2.7
61	**May Department Stores Co G Fox—*Eugene S Kahn***	**960 Main St, Hartford CT 06115**	**203-522-1920**	**D**	**456**	**4.2**
	May Department Stores Co					
62	May Department Stores Co May Company Ohio—*Thomas J Hogan*	158 Euclid Ave, Cleveland OH 44114	216-664-6000	D	438	4.4
	May Department Stores Co					

Note: Financial figures in millions. An asterisk (*) indicates an estimated financial figure. Employees in thousands. An indented line indicates immediate parent of the preceding company when they share a primary 4-digit SIC. The company type code used is as follows: R = Private, P = Public, S = Subsidiary , D = Division, J = Joint Venture, I = Investment Fund. The total financial and employee figures provided at the end of each SIC reflect the totals for those companies listing financial and employee information only. Abbreviations, Codes, and Symbols are defined in the introductory section. See Volumes 1, 2, and 3 for complete company information.

Rank	Company Name—*Executive Officer*	Address, City, State, Zip	Phone	Type	Fin	Empls
63	Alexander's Inc—*Robin L Farkas*	500 7th Ave, New York NY 10018	212-560-2121	P	430	7.0
64	**Elder-Beerman Stores Corp—*Milton E Hartley***	**3155 El-Bee Rd, Dayton OH 45439**	**513-296-2700**	**R**	**430***	**8.0**
65	Fisher's Big Wheel Inc—*Marshall Hess*	102 Nesbitt Rd, New Castle PA 16105	412-658-3781	R	400*	4.7
66	Dillard Department Stores Inc Southwest Div—*K Burnett* Dillard Department Stores Inc	1616 S Priest Dr, Tempe AZ 85281	602-861-8442	D	400	3.5
67	**I Magnin and Co—*Rose Marie Bravo*** RH Macy and Company Inc	**135 Stockton St, San Francisco CA 94108**	**415-362-2100**	**S**	**360***	**4.3**
68	McRae's Inc—*Richard McRae Jr*	PO Box 20080, Jackson MS 39289	601-968-4400	R	360	3.3
69	Dillard Department Stores Inc Higbee Co—*HG Nau* Dillard Department Stores Inc	100 Public Sq, Cleveland OH 44113	216-579-2580	D	340	3.8
70	**CR Anthony Co—*John J Weisner***	**PO Box 25725, Oklahoma City OK 73125**	**405-235-3711**	**R**	**330***	**5.2**
71	Younkers Inc—*W Thomas Gould*	PO Box 1495, Des Moines IA 50397	515-244-1112	P	330	4.3
72	Bi-Mart Co—*Marty W Smith*	220 S Seneca Rd, Eugene OR 97402	503-344-0681	S	325	2.3
73	**Gottschalks Inc—*Joseph W Levy***	**7 River Park Pl E, Fresno CA 93721**	**209-434-8000**	**P**	**306**	**4.2**
74	May Department Stores Co May D and F—*Joseph S Davis* May Department Stores Co	16th St & Tremont Pl, Denver CO 80202	303-620-7500	D	302	2.7
75	Richman Gordman Stores Inc—*Dan Gordman*	12100 W Center Rd, Omaha NE 68144	402-691-4000	R	300	3.5
76	**Ann and Hope Inc—*Irwin Chase***	**1 Mill St, Cumberland RI 02864**	**401-722-1000**	**R**	**290***	**3.5**
77	May Department Stores Co Meier and Frank—*Judith K Hofer* May Department Stores Co	621 SW 5th Ave, Portland OR 97204	503-223-0512	D	290	3.3
78	Boscov's Department Stores Inc—*Ed Lakin*	4500 Perkiomen Ave, Reading PA 19606	215-779-2000	R	270*	5.0
79	**Bon-Ton Stores Inc—*M Thomas Grumbacher***	**2801 E Market St, York PA 17402**	**717-757-7660**	**P**	**261**	**4.7**
80	Jones Store Co—*Terrance C Jarvis* Mercantile Stores Company Inc	12th and Main St, Kansas City MO 64105	816-391-7000	S	250*	2.5
81	J Byrons Inc—*Richard Curtis*	15600 NW 15th Ave, Miami FL 33169	305-620-3000	S	250*	3.0
82	**Dunlap Co—*Edward Martin***	**200 Greenleaf St, Fort Worth TX 76107**	**817-336-4985**	**R**	**250***	**3.0**
83	GR Herberger's Inc—*George B Torrey*	PO Box H-120, St Cloud MN 56302	612-251-5351	R	250*	3.0
84	Liberty House Inc—*Don C Onasch*	PO Box 2690, Honolulu HI 96845	808-945-5505	S	250*	3.0
85	**Uptons Department Stores Inc—*David Layne***	**5251 Crooked Creek Rd, Norcross GA 30092**	**404-662-2500**	**S**	**230***	**2.8**
86	Carter Hawley Hale Stores Inc Broadway-Southwest—*Carol F Greer* Carter Hawley Hale Stores Inc	4000 Fiesta Mall, Mesa AZ 85202	602-835-4500	D	230	1.9
87	Beall's Department Stores Inc—*Robert M Beall II*	PO Box N, Bradenton FL 34206	813-747-2355	R	227	2.2
88	**Stein Mart Inc—*Jay Stein***	**1200 Gulf Life Dr, Jacksonville FL 32207**	**904-346-1500**	**P**	**225**	**3.5**
89	Rich's Department Stores—*Howard Rich*	35 Congress St, Salem MA 01970	508-741-1400	R	220*	2.8
90	GB Stores—*Thomas J Zunlia* Schottenstein Stores Corp	1407 Scalp Ave, Johnstown PA 15904	814-266-7100	S	220*	1.8
91	**Zions Cooperative Mercantile Institution—*Richard H Madsen***	**2200 S 900 W, Salt Lake City UT 84137**	**801-579-6404**	**P**	**218**	**3.0**
92	Sage-Dey Inc—*John E Toller Jr*	3503 W Genesee St, Syracuse NY 13219	315-488-9600	R	210*	2.5
93	Peebles Holdings Inc—*Michael F Moorman*	1 Peebles St, South Hill VA 23970	804-447-7871	R	200	2.5
94	**Peebles Inc—*Mike Moorman*** Peebles Holdings Inc	**1 Peebles St, South Hill VA 23970**	**804-447-5200**	**S**	**200***	**2.5**
95	Adam Meldrum and Anderson Co—*Keith Allord*	PO Box 976, Buffalo NY 14205	716-853-4020	R	200	2.3
96	Hart Stores Inc—*John Josephson*	770 W Goodale Blvd, Columbus OH 43212	614-464-6500	S	200	2.2
97	**Frederick and Nelson—*David Sabey***	**5th & Pine, Seattle WA 98111**	**206-682-5500**	**R**	**200***	**2.1**
98	Bergdorf Goodman Inc—*Ira Neimark* Neiman Marcus Group Inc	754 5th Ave, New York NY 10019	212-753-7300	S	199	1.1
99	Gibson's Discount Centers Inc—*Jimmi W Lemons*	100 Chaffin Industrial, Dodge City KS 67801	316-227-8121	R	180*	1.5
100	**PA Bergner and Company Inc Boston Store—*Stan Bluestone*** PA Bergner and Company Inc	**331 W Wisconsin Ave, Milwaukee WI 53203**	**414-347-4141**	**D**	**170***	**2.7**
101	Joseph Horne Co—*Mike Tuite*	501 Penn Ave, Pittsburgh PA 15222	412-553-8000	R	170*	2.1
102	Thalhimer Brothers Inc—*Howard Lahrar* May Department Stores Co	PO Box 26788, Richmond VA 23261	804-643-4211	S	156	6.6
103	**Mercantile Stores Company Inc McAlpin's—*David Huhn*** Mercantile Stores Company Inc	**13 W 4th St, Cincinnati OH 45202**	**513-352-4400**	**D**	**150***	**1.4**
104	Capin Mercantile Corp—*Harlan Capin*	PO Box 1649, Nogales AZ 85628	602-761-2400	R	140*	1.8
105	Belk-Hudson-Leggett Co—*John M Belk* Belk Stores Services Inc	PO Box 111, Raleigh NC 27602	919-832-5851	S	140*	1.7
106	**50-Off Stores Inc—*Charles M Siegel***	**4047 Naco Perrin, San Antonio TX 78217**	**210-653-8000**	**P**	**130**	**.8**
107	McCurdy and Company Inc—*GG McCurdy*	Midtown Plz, Rochester NY 14645	716-232-1000	R	130*	1.6
108	Pubco Corp—*Robert H Kanner*	3830 Kelley Ave, Cleveland OH 44114	216-881-5300	P	125	2.2
109	**Solo Serve Corp—*Robert J Grimm***	**1610 Cornerway Blvd, San Antonio TX 78219**	**210-662-6262**	**P**	**124**	**1.5**
110	Belk Brothers Co—*Thomas Belk* Belk Stores Services Inc	PO Box 31660, Charlotte NC 28231	704-377-4251	S	120*	1.5
111	Stuarts Department Stores Inc—*Marc C Ostrow*	16 Forge Pkwy, Franklin MA 02038	508-520-4540	P	119	1.0
112	**Harris Co (San Bernardino California)—*Jorge Pont***	**300 N E St, San Bernardino CA 92416**	**909-889-0444**	**S**	**110**	**2.0**
113	Albert Steiger Inc—*Ralph Steiger*	PO Box 392, Springfield MA 01102	413-781-4211	R	110*	1.4
114	Madigan Brothers Inc—*Henry Hubbard*	7440 W Central Ave, River Forest IL 60305	708-771-7400	R	110*	1.3
115	**Swallen's Inc—*Donald Swallen***	**5533 Fair Ln, Cincinnati OH 45227**	**513-527-6700**	**R**	**110***	**1.3**
116	Bob's Inc	725 Main St, Middletown CT 06457	203-347-7281	S	106	N/A
117	Proffitt's Inc—*R Brad Martin*	PO Box 388, Alcoa TN 37701	615-983-7000	P	105	1.4
118	**Crowley Milner and Co—*Andrew J Soffel***	**2301 W Lafayette Blvd, Detroit MI 48216**	**313-962-2400**	**P**	**104**	**1.4**
119	Masters Inc (Westbury New York)—*Joshua Biblowitz*	725 Summa Ave, Westbury NY 11590	516-997-8000	R	100*	1.2
120	Ira A Watson Co—*Forrest I Watson*	200 Hayfield Rd, Knoxville TN 37922	615-690-6000	R	92	1.3
121	**Apex Inc—*Sherwood Kahn***	**100 Main St, Pawtucket RI 02862**	**401-723-3500**	**R**	**92**	**1.1**
122	BC Moore and Sons Inc—*James C Crawford Jr*	PO Drawer 72, Wadesboro NC 28170	704-694-2171	R	90	1.2
123	Stone and Thomas Inc—*Wilbur Jones*	1030 Main St, Wheeling WV 26003	304-232-3344	R	78	.9
124	**Spurgeon Holdings—*Joe Szuba***	**822 W Washingtn Blvd, Chicago IL 60607**	**312-738-5400**	**R**	**70**	**1.4**
125	Century 21 Inc—*A Gindi*	22 Cortlandt St, New York NY 10007	212-227-9092	R	70	.8
126	Van Leunens Inc—*AS Johnson*	621 Wilmer Ave, Cincinnati OH 45226	513-533-2700	R	69*	1.0
127	**Ann and Hope Incorporated of Rhode Island—*I Chase*** Ann and Hope Inc	**1689 Post Rd, Warwick RI 02888**	**401-739-3400**	**S**	**65***	**.5**
128	Shirokiya Inc—*Koji Sawa*	2250 Ala Moana Ctr, Honolulu HI 96814	808-973-9111	S	60	.7
129	Von Maur Inc—*John Arth*	6565 Brady St, Davenport IA 52806	319-388-2200	R	55*	1.5
130	**Fred W Uhlman and Co—*RS Vail***	**126 N Main St, Bowling Green OH 43402**	**419-352-7505**	**R**	**54**	**1.0**
131	CE Chappell and Sons Inc—*E Sherlock*	PO Box 100, Syracuse NY 13212	315-455-5711	R	47*	.9
132	Kline Brothers Co—*Harold Inlow*	3830 Kelley Ave, Cleveland OH 44114	216-881-5300	S	40	1.0
133	**Popular Dry Goods Co—*Edward F Schwartz***	**Mesa St & San Antonio, El Paso TX 79999**	**915-532-7755**	**R**	**40**	**1.0**
134	Porteous Mitchell and Braun Co—*Aretas Stearns*	522 Congress St, Portland ME 04101	207-772-4681	R	40	.8
135	Charles Ford Company Inc—*G Menasco*	PO Box 870, Watsonville CA 95077	408-722-3341	R	40	.5
136	**Valley Fair Corp—*J Schottenstein*** Schottenstein Stores Corp	**260 Bergen Tpk, Little Ferry NJ 07643**	**201-440-4000**	**P**	**40**	**.2**
137	May Merchandising Corp—*Kenneth Kolker* May Department Stores Co	1120 Ave of the Amer, New York NY 10036	212-704-2600	S	38*	.4
138	Stripling and Cox—*Tom Hoskins* Dunlap Co	6370 Camp Bowie Blvd, Fort Worth TX 76116	817-738-7361	S	37*	.8
139	**Watt and Shand Inc—*J Shand Sr***	**PO Box 3300, Lancaster PA 17603**	**717-397-5221**	**R**	**36**	**.8**
140	Swezey and Newins Inc—*John Swezey*	1 W Main St, Patchogue NY 11772	516-475-0280	R	36	.7
141	Benos Inc—*Michael Salter*	1620 S Los Angeles St, Los Angeles CA 90015	213-748-2222	R	35	.5
142	**SP Dunham and Co—*Harold Koslow***	**Rte 1 & Texas Ave, Trenton NJ 08648**	**609-989-7777**	**R**	**31**	**.4**
143	Paul Steketee and Sons Co—*Keith Lang* Dunlap Co	86 Monroe Ctr NW, Grand Rapids MI 49501	616-456-6588	S	30	.7
144	Play Togs Discount Centers Inc—*K Kastin*	94 Dolson Ave, Middletown NY 10940	914-343-1111	R	30	.3
145	**Joseph Spiess Co—*John F Lincheck***	**32 Fountain Square Plz, Elgin IL 60120**	**708-741-4300**	**R**	**25**	**.6**
146	Jacobs Department Stores Inc—*Robert Hannon*	190 Main St, Paterson NJ 07505	201-684-8100	R	25	.5
147	Meyer Brothers Inc—*Philip B Lowy*	1100 Hamburg Tpk, Wayne NJ 07470	201-694-4000	R	25*	.3
148	**SH Heironimus Company Inc—*RM Lynn***	**PO Box 1580, Roanoke VA 24007**	**703-343-6941**	**R**	**24**	**.4**
149	Val Corp—*Gene R Hawkins*	PO Box 670, New Castle IN 47362	317-529-9770	R	24	.1
150	Leh's Department Stores Inc—*William Leh*	626 Hamilton Mall, Allentown PA 18101	215-434-5181	R	23	.7
151	**Mansour's Inc—*Alfred Mansour Jr***	**PO Box 1349, La Grange GA 30240**	**706-884-7305**	**R**	**23***	**.4**
152	EM Scarbrough and Sons—*MS Wilson*	PO Box 649, Austin TX 78767	512-327-8000	R	23*	.3
153	Krauss Company Ltd—*Hugo Kahn*	1201 Canal St, New Orleans LA 70112	504-523-3311	R	22	.3
154	**Union Hall Inc—*Stuart Bagus***	**3720 E State St, Rockford IL 61108**	**815-226-1780**	**R**	**21**	**.3**
155	Hinshaws Department Stores Inc—*Michael Marevich*	1201 S Baldwin Ave, Arcadia CA 91006	818-446-4681	R	20	.8
156	James L Tapp Co—*James L Tapp Jr*	PO Box 247, Columbia SC 29202	803-765-2411	R	20	.4
157	**Allens of Hastings Inc—*RM Allen***	**1115 W 2nd St, Hastings NE 68902**	**402-463-5633**	**R**	**20**	**.2**

Rank	Company Name—Executive Officer	Address, City, State, Zip	Phone	Type	Fin	Empls
158	May Department Stores Co Filene's of Warwick—*Joe Koechel*	400 Warwick Mall, Warwick RI 02886	401-737-3800	D	18	.3
	May Department Stores Co Filene's					
159	Northern Lakes Co-op Inc—*Mike Canik*	304 W 1st St, Hayward WI 54843	715-634-2671	R	18	.2
160	**Dooley's Hardware Mart—*Shirley D Nisbet***	**5075 Long Beach Blvd, Long Beach CA 90805**	**310-428-1212**	**R**	**17**	**.2**
161	Abrahams Brothers—*Donald Abrahams*	1440 Broadway Ave, New York NY 10018	212-921-1470	R	17*	.5
162	Economy Dry Goods Co—*Jim Keegan*	111 Main St, South Glens Falls NY 12803	518-792-6496	R	17	.2
163	**Goldenberg Caplan Pierce Inc—*Alvin G Caplin***	**619 South Carolina St, Baltimore MD 21231**	**410-675-0300**	**R**	**17**	**.2**
164	Aides Discount Stores Inc—*GA Aide*	Red Oaks Shopping Ctr, Ronceverte WV 24970	304-645-3885	R	17	.1
165	H Kessler and Co—*MJ Kessler*	PO Box 4024, Atlanta GA 30302	404-523-0531	R	14	.3
166	**Gallant-Belk Company Inc—*JM Belk***	**3101 N Main, Anderson SC 29621**	**803-225-2511**	**R**	**14**	**.2**
167	Reynolds Brothers Inc—*C Reynolds*	1000 Airport Rd, Lakewood NJ 08701	908-367-5600	R	14	.1
168	Gilmore Brothers Inc—*Jeff Hoffman*	143 S Kalamazoo Mall, Kalamazoo MI 49007	616-345-3541	R	13	.3
169	**Rogers Inc—*Tom M Rogers III***	**PO Box 917, Florence AL 35631**	**205-764-8261**	**R**	**13**	**.3**
170	Roberts Department Stores—*R Burman*	6711 E Washington, Los Angeles CA 90040	213-725-0382	R	13	.2
171	Steinbach Inc—*Anthony Veziris*	535 Tarreytown Rd, White Plains NY 10603	914-683-1360	R	13	.2
172	**Valley View Department Store—*JV Ferrara***	**7281 Warren Sharon Rd, Brookfield OH 44403**	**216-448-6866**	**R**	**13**	**.2**
173	Smith and Welton Inc—*Richard F Welton III*	PO Box 12787, Norfolk VA 23502	804-459-2000	R	12	.4
174	Brett's Department Stores Co—*Scott M Taylor*	1575 Mankato Mall, Mankato MN 56001	507-625-6611	R	12	.3
175	**Greetings and Readings Inc—*Steve Baum***	**809 Taylor Ave, Towson MD 21204**	**410-825-4225**	**R**	**12***	**.2**
176	Crawford Management Corp—*DJ Garber*	2509 W Devon Ave, Chicago IL 60659	312-338-2500	R	12	.1
177	Langston Co—*M Barber*	PO Box 83138, Oklahoma City OK 73148	405-235-9536	R	12	.1
178	**Jenss Department Stores Inc—*L Dautch***	**1295 Niagara Falls, Buffalo NY 14226**	**716-837-1100**	**R**	**11***	**.3**
179	Newark Slip Co—*Robert Cohen*	408 Central Ave, Newark NJ 07107	201-622-2637	R	11	.2
180	Sullivan's of Liberty Inc—*Irving Shapiro*	Rte 17 & Rte 52, Liberty NY 12754	914-292-4400	R	11*	.2
181	**William C Wiechmann Co—*William Wiechmann***	**4650 State St, Saginaw MI 48603**	**517-790-5950**	**R**	**11**	**.2**
182	Grigg Enterprises Inc—*CF Grigg*	801 W Columbia, Pasco WA 99301	509-547-0566	R	10	.2
183	Szolds Inc—*FP Katz*	2201 S Adams St, Peoria IL 61602	309-674-8205	R	10	.2
184	**Kline Brothers Co Davis Inc—*Richard C Lee***	**PO Box 613, Winston-Salem NC 27102**	**919-721-7400**	**D**	**10**	**.2**
	Kline Brothers Co					
185	El Rio Department Store—*Alsonsa Casso*	PO Box 478, Laredo TX 78042	210-723-2026	R	10	.2
186	Howland Hughes Co—*Henry Paine*	120 Bank St, Waterbury CT 06702	203-753-4121	R	10	.1
187	**Nichols Dry Goods Company of Many—*Truman D Nichols***	**PO Box 1090, Many LA 71449**	**318-256-2814**	**R**	**9**	**.3**
188	Peoples Store Roseland—*JC Gately*	6901 W 159th St, Tinley Park IL 60477	708-429-2400	R	9	.2
189	Arakawas-Waipahu Ltd—*Shigemi Arakawa*	94-333 Waipahu Depot, Waipahu HI 96797	808-677-3131	R	9	.1
190	**Dunlap Co McClurkans Inc—*Joe Hoskins***	**916 Scott, Wichita Falls TX 76301**	**817-766-4211**	**D**	**9**	**.1**
	Dunlap Co					
191	George Schweser's Inc—*Barbara Smith*	PO Box 1469, Fremont NE 68025	402-721-1700	R	9	.3
192	Danks and Company Inc—*RM Wolham*	152 E Market St, Lewistown PA 17044	717-248-6794	R	8	.2
193	**Marting Brothers Co—*James Mueller***	**515 Chillicothe St, Portsmouth OH 45662**	**614-354-4511**	**R**	**8***	**.2**
194	Oneonta Department Store Inc—*Marc W Brosee*	PO Box 550, Oneonta NY 13820	607-432-6000	R	8	.2
195	Belk-Beck Company Inc—*Alan Beck Jr*	200 Holly Hill Mall, Burlington NC 27215	919-584-9731	S	8*	.1
	Belk Brothers Co					
196	**Belk-Yates Company Inc—*John M Belk***	**PO Box 100, Asheboro NC 27203**	**919-629-9161**	**S**	**8**	**.1**
	Belk Brothers Co					
197	Brody Brothers Dry Goods Co—*D Brody*	Vernon Park Mall, Kinston NC 28501	919-523-3057	R	8	.1
198	Leggett Department Store—*Randy Rice*	PO Box G, Milford DE 19963	302-422-9641	R	8	.1
199	**HS Stainton Company Inc—*Carmen A Barone***	**810 Asbury Ave, Ocean City NJ 08226**	**609-399-5511**	**R**	**8***	**.1**
200	Tongass Trading Co—*John Hayes*	201 Dock St, Ketchikan AK 99901	907-225-5101	R	8	.1
201	Daly Eureka Corp—*JM Daly*	401 F St, Eureka CA 95501	707-443-1633	R	7	.2
202	**OW Houts and Sons Inc—*RF Houts***	**120 N Buckhout St, State College PA 16801**	**814-238-6701**	**R**	**7***	**.1**
203	Heymann's Inc—*Herbert Heymann*	433 Jefferson St, Lafayette LA 70501	318-232-4343	R	7	.1
204	MH King Co—*Harold L Baumann*	PO Box 669, Burley ID 83318	208-678-7181	R	7	.1
205	**Fred W Uhlman and Co Milliken's—*R Vail***	**204 E Front St, Traverse City MI 49684**	**616-947-5140**	**D**	**6**	**.2**
	Fred W Uhlman and Co					
206	Mitzelfelds Inc—*DJ Mitzelfeld*	312 Main St, Rochester MI 48307	313-651-8171	R	6	.1
207	Ports Department Stores Inc—*Albert Boscov*	4500 Perkiomen Ave, Reading PA 19606	215-779-2000	S	6*	.1
	Boscov's Department Stores Inc					
208	**Lancaster Sales Co—*Fred Hillmann***	**PO Box 578, Lancaster OH 43130**	**614-653-5334**	**R**	**6**	**.1**
209	JA Kirven Co—*JD Kirven III*	PO Box 6627, Columbus GA 31907	706-563-1311	R	6	.1
210	HC Henshey Co—*R Dimoglio*	402 Santa Monica Blvd, Santa Monica CA 90401	310-394-6751	R	6	.1
211	**Martins Department Stores Inc—*Glenn H Combs***	**114 E Sun St, Morehead KY 40351**	**606-784-6537**	**R**	**6**	**.1**
212	J-Hawk Corp—*James R Hawkins*	PO Box 8216, Waco TX 76710	817-756-7032	R	6	.1
213	James F Condon and Sons—*Daniel D Condon*	1401 Sam Ritterburg, Charleston SC 29407	803-556-3550	R	5	.1
214	**August C Richter Inc—*Margaret J Hopson***	**122 Mall Del Norte, Laredo TX 78042**	**210-724-8060**	**R**	**5**	**.1**
215	Kisbers Department Store Inc—*J Kisber Jr*	PO Box 278, Jackson TN 38302	901-668-1010	R	5	.1
216	Reed and Cross—*Ralph W Robinson*	160 Oakway Rd, Eugene OR 97401	503-484-1244	R	5	.1
217	**Charles Fish and Sons Corp—*Samuel Bereson***	**306-8 N Eutaw St, Baltimore MD 21201**	**410-685-5158**	**R**	**5**	**.1**
218	Haggerty's Inc—*Tim Haggerty*	Baken Park Shopping, Rapid City SD 57702	605-348-0500	R	5	.1
219	Sam Ellis Store—*Alma E Hems*	100 Heffernan, Calexico CA 92231	619-357-3211	R	5	.1
220	**Daville Inc—*John B White***	**111 Cash St, Jacksonville TX 75766**	**903-586-3536**	**R**	**5**	**.1**
221	Retox Inc—*John W Alvey*	PO Box 986, Louisville KY 40201	502-589-1510	R	5	.1
222	Weiss and Goldring Inc—*HB Silver*	826 3rd St, Alexandria LA 71301	318-443-9200	R	5	<.1
223	**Gibson Products—*T Holladay***	**PO Box 815, Weatherford TX 76086**	**817-594-8711**	**R**	**5**	**<.1**
224	Leggett of Riveridge—*Robert Leggett*	PO Box 11764, Lynchburg VA 24506	804-237-6811	R	4*	.3
225	Carolina Cash Company Inc—*John Graham*	PO Box 1532, Spartanburg SC 29304	803-582-6716	R	4	.1
226	**Globe Outlet Company Inc—*Robert Morrison***	**1403 N Lewis, Waukegan IL 60085**	**708-336-5000**	**R**	**4**	**.1**
227	Lewis and Company Ltd—*WAJ Lewis III*	PO Box 340, Ruston LA 71270	318-255-3545	R	4	.1
228	Pogues Inc—*Sam Onties*	PO Box 1408, Hutchinson KS 67501	316-662-5421	R	4	.1
229	**Big M Inc Annie Sez—*Victor Firausmti***	**50 Broad St, Bloomfield NJ 07003**	**201-743-3300**	**D**	**4**	**.1**
230	NB Smitheys Stores Company Inc—*Kyle Hayes*	PO Box 1105, North Wilkesboro NC 28659	919-838-5151	R	4	.1
231	Mammoth Department Store Inc—*Scott Jones*	42nd St & Broadway, Mount Vernon IL 62864	618-244-5656	R	4	.1
232	**Weavers Inc—*Joseph A Flannery***	**901 Massachusetts, Lawrence KS 66044**	**913-843-6360**	**R**	**3**	**.1**
233	Waltons of Fairbury Inc—*F Katz*	102 W Locust St, Fairbury IL 61739	815-692-2316	S	3	.1
	Szolds Inc					
234	Fine Brothers-Matison Co—*J Robinson*	Cloverleaf Mall, Hattiesburg MS 39403	601-584-6232	R	3	.1
235	**Bazaar Inc—*C Newhouse***	**PO Box 15447, Boise ID 83715**	**208-343-6200**	**R**	**3**	**.1**
236	HL Reed Co—*Gregg S Kennedy*	PO Box 1346, Mansfield OH 44901	419-522-6511	R	3	.1
237	JS Schramm Co—*John Randolph*	PO Box 727, Burlington IA 52601	319-754-5711	R	3	.1
238	**White Store of Green Bay Inc—*Steven Bielefeldt***	**PO Box 2416, Green Bay WI 54306**	**414-465-1376**	**R**	**3**	**.1**
239	Robeson's Inc—*Allan F Nudo*	PO Box 697, Champaign IL 61820	217-351-4222	R	3*	<.1
240	Ogilvies and Co—*Frank Mangano*	PO Box 100, East Liverpool OH 43920	216-385-1414	R	3	<.1
241	**Schuette Brothers Co—*AJ Schuette***	**PO Box 220, Manitowoc WI 54221**	**414-684-5521**	**R**	**3**	**<.1**
242	McCormick's Inc—*Clarence McCormick Jr*	PO Box 627, Logan WV 25601	304-752-4190	R	2	<.1
243	WR Knepp and Co—*WR Knepp Jr*	810 Washington, Bay City MI 48708	517-893-0141	R	2	.1
244	**Colsons Department Stores Inc—*Dorris Pederson***	**PO Box 390, St Charles IL 60174**	**708-584-5200**	**R**	**2**	**.1**
245	Newark Department Store Inc—*Fred Krapf*	Main St, Newark DE 19711	302-737-5151	R	2*	.1
246	Leitzinger Brothers Inc—*JJ Leitzinger*	PO Box 950, Clearfield PA 16830	814-765-9631	R	2	<.1
247	**Roobin's Inc—*Jim T Miles***	**120 W 11th Ave, Cordele GA 31015**	**912-273-3351**	**R**	**2**	**<.1**
248	Sterling Department Stores Inc—*Marvin Vaughn*	221 W Capitol Ave, Little Rock AR 72201	501-375-8181	S	2	<.1
249	Man Clothing and Jewelry Co—*JS Cook*	209 Main St, Man WV 25635	304-583-7051	R	2	<.1
250	**United Inc (El Paso Texas)—*WM Rosen***	**PO Box 159, El Paso TX 79942**	**915-533-5411**	**R**	**2**	**.1**
251	Miller's Mart Inc—*H Miller*	1805 E Lincoln Way, Valparaiso IN 46383	219-462-3148	R	2	<.1
252	Frank A Empsall and Co—*Marion A Capone*	PO Box 8059, Watertown NY 13601	315-782-4000	R	2	<.1
253	**Custom Clothing of America—*Albert R Kleber***	**8735 Dunwoody Pl, Atlanta GA 30350**	**404-594-9668**	**R**	**1**	**<.1**
254	WF Senter Co—*AM Senter*	PO Box 130, Brunswick ME 04011	207-725-5558	R	1*	.1
255	Watkins Inc (Quanah Texas)—*J Jeffrey*	PO Box 89, Quanah TX 79252	817-663-2261	R	1*	<.1
256	**WH Hudson and Company Inc—*WH Hudson Jr***	**PO Box 1180, Shelby NC 28151**	**704-487-4339**	**R**	**1***	**<.1**
257	Loeb's Department Stores Inc—*Lloyd Loeb*	2425 McHenry Ave, Modesto CA 95350	209-526-2425	R	1	<.1
258	Gordon Industries Inc—*Ellis Gordon*	PO Box 1192, Statesville NC 28677	704-873-4329	R	1*	<.1

Note: Financial figures in millions. An asterisk (*) indicates an estimated financial figure. Employees in thousands. An indented line indicates immediate parent of the preceding company when they share a primary 4-digit SIC. The company type code used is as follows: R = Private, P = Public, S = Subsidiary, D = Division, J = Joint Venture, I = Investment Fund. The total financial and employee figures provided at the end of each SIC reflect the totals for those companies listing financial and employee information only. Abbreviations, Codes, and Symbols are defined in the introductory section. See Volumes 1, 2, and 3 for complete company information.

Rank	Company Name—*Executive Officer*	Address, City, State, Zip	Phone	Type	Fin	Empls
259	**Collins Department Store of Lamesa Inc**—*Richard Collins*	**604 N 1st St, Lamesa TX 79331**	806-872-8356	R	1	<.1
260	Besse-Clarke Inc—*JB Clarke*	273 North St, Pittsfield MA 01201	413-447-7361	R	1*	<.1
261	Campbell and Bell Inc—*Robert Van Hook*	15 S Block Westside, Fayetteville AR 72701	501-521-4500	R	1	<.1
262	**Goldblatt's Department Stores Inc**	**1615 W Chicago Ave, Chicago IL 60622**	312-421-5300	S	N/A	N/A
263	Gramex Corp Grandpa Pidgeon's Div	11966 St Charles Rock, St Louis MO 63044	314-739-6300	D	N/A	N/A
264	Halls Merchandising Inc	200 E 25th St, Kansas City MO 64108	816-274-5111	S	N/A	N/A
265	**Hamburgers Kennedys Harris and Frank**	**10 N Charles St, Baltimore MD 21201**	410-727-5600	R	N/A	N/A
266	Kline's Inc Heers—*J Boswell*	138 Park Central Sq, Springfield MO 65806	417-869-3535	D	N/A	N/A
267	SDS Inc Stuarts Department Stores Inc	16 Forge Pkwy, Franklin MA 02038	508-520-4540	S	N/A	N/A
268	**Solo Serve Co** Solo Serve Corp	**1610 Cornerway Blvd, San Antonio TX 78219**	210-662-6262	S	N/A	N/A

TOTALS: SIC 5311 Department Stores

Companies: 268 **Financial Data: 249,237** **Employees: 2,563.8**

5331 Variety Stores

Rank	Company Name—*Executive Officer*	Address, City, State, Zip	Phone	Type	Fin	Empls
1	**Wal-Mart Stores Inc**—*David D Glass*	**702 SW 8th St, Bentonville AR 72716**	501-273-4000	P	43,887	371.0
2	K Mart Corp—*Joseph E Antonini*	3100 W Big Beaver Rd, Troy MI 48084	313-643-1000	P	34,579	370.0
3	Woolworth Corp—*Harold E Sells*	233 Broadway, New York NY 10279	212-553-2000	P	9,914	144.1
4	**Dayton Hudson Corp Target Stores**—*Robert Ulrich*	**PO Box 1392, Minneapolis MN 55440**	612-370-6073	D	9,041	80.0
5	FW Woolworth Co—*Robert G Glynn* Woolworth Corp	233 Broadway, New York NY 10279	212-553-2000	S	2,086	32.0
6	McCrory Parent Corp—*Meshulam Riklis*	667 Madison Ave, New York NY 10021	212-735-9500	R	1,518	23.3
7	**McCrory Corp**—*Meshulam Riklis*	**667 Madison Ave, New York NY 10021**	212-735-9500	P	1,363	18.8
8	Family Dollar Stores Inc—*Peter J Hayes*	PO Box 1017, Charlotte NC 28201	704-847-6961	P	989	6.3
9	Consolidated Stores Corp—*William G Kelley*	300 Phillipi Rd, Columbus OH 43228	614-278-6800	P	772	12.3
10	**Mac Frugal's Bargains Inc**—*Leonard S Williams*	**2430 E Del Amo Blvd, Dominguez CA 90220**	310-537-9220	P	543	5.7
11	Half Price Stores—*Dan Gordman*	12100 W Center Rd, Omaha NE 68144	402-691-4000	R	530*	6.0
12	JJ Newberry Co—*Meshulam Riklis* McCrory Corp	2955 E Market St, York PA 17402	717-757-8181	S	300	3.0
13	**Winns Stores Inc**—*Doug Wise*	**4342 N PanAm Expwy, San Antonio TX 78218**	210-227-4747	R	280*	3.2
14	Pic 'N Save Superstores—*Leonard Setzer*	2321 Liberty St, Jacksonville FL 32206	904-350-9500	R	260*	3.0
15	Bill's Dollar Stores Inc—*Charles Acklen*	PO Box 9407, Jackson MS 39286	601-981-7171	R	220*	2.5
16	**Duckwall-Alco Stores Inc**—*Glen Shank*	**401 Cottage St, Abilene KS 67410**	913-263-3350	R	210	3.0
17	Variety Wholesalers Inc—*John W Pope Sr*	PO Box 17800, Raleigh NC 27619	919-876-6000	R	200*	4.0
18	Penn-Daniels Inc—*William D Daniels*	505 N 24th St, Quincy IL 62301	217-224-2474	R	195	2.4
19	**Sprouse-Reitz Stores Inc**—*Donald E Tripp*	**PO Box 8996, Portland OR 97208**	503-224-8220	P	185	2.2
20	Prange Way Inc—*Larry Sommer*	1711 Scheuring Rd, De Pere WI 54115	414-339-5555	R	170	2.7
21	Everything's A Dollar Inc—*John R Isaac Jr*	710 N Plankinton Ave, Milwaukee WI 53203	414-274-2575	S	128	4.2
22	**Tuesday Morning Inc**—*Lloyd L Ross*	**14621 Inwood Rd, Dallas TX 75244**	214-387-3562	P	123	1.7
23	Only One Dollar Inc—*Macon F Brock*	2555 Elsmere Ave, Norfolk VA 23501	804-857-4600	R	120*	1.4
24	SE Nichols Inc—*Kenneth A Davis*	860 Broadway, New York NY 10003	212-477-9400	P	89	.8
25	**Cornet Stores Inc**—*Joseph Cornet*	**411 S Arroyo Pkwy, Pasadena CA 91105**	818-796-5123	R	79	.9
26	Babbitt Brothers Trading Co—*David Chambers*	PO Box 1328, Flagstaff AZ 86002	602-774-8711	R	75	.6
27	PM Place Stores Company Inc—*Charles Place*	PO Box 555, Bethany MO 64424	816-425-6301	R	70*	.8
28	**CES Corp**—*Chris Catjakis*	**3664 Main St, Springfield MA 01107**	413-733-6654	R	61*	.7
29	MH Lamston Inc—*Peter Starrett*	45 Mayhill St, Saddle Brook NJ 07662	201-368-6900	S	50	.9
30	Perry Brothers Inc (Lufkin Texas)—*Jack Simpson*	107 W Lufkin Ave, Lufkin TX 75901	409-634-6686	R	48	1.2
31	**US Factory Outlets Inc**—*Frederic K Raiff*	**7 Penn Plz, New York NY 10001**	212-563-3650	R	22	.3
32	EB Mott Co—*John W Jackson*	3015 Hansboro Ave, Dallas TX 75233	214-339-5113	R	20	.5
33	GL Perry Inc—*Richard Stewart*	620 Riverview Ave, Elkhart IN 46516	219-293-8646	R	20	.4
34	**ME Moses Company Inc**—*Gene Early*	**2919 Hansboro, Dallas TX 75233**	214-331-6501	R	18	.4
35	Step Ahead Investments Inc—*Gary Cino*	1760 Enterprise Blvd, West Sacramento CA 95691	916-372-8872	R	17*	.2
36	Dollar Wholesale Company Inc—*William H Hand Jr*	PO Box 32, Weldon NC 27890	919-536-2143	R	11*	.2
37	**Belmont Wholesale Company Inc**—*David A Johnson*	**4432 Ardmore Ave, Fort Wayne IN 46809**	219-747-7582	R	10*	.2
38	Trade-Rite Inc—*Jack Saul*	PO Box 1349, Jasper AL 35501	205-221-4744	R	9	.1
39	Village Green Bookstore Inc—*Paul Adams*	766 Monroe Ave, Rochester NY 14607	716-442-1151	P	9	.1
40	**Cupboard Inc**—*Paul Greenberg*	**712 Ginesi Dr, Morganville NJ 07751**	908-972-9090	R	8*	.1
41	Kerrison Dry Goods Co—*E Poulnot III*	260 King St, Charleston SC 29401	803-763-2719	R	7	.2
42	Woodbury Company Inc—*LR Lois*	2940 Westwood Blvd, Los Angeles CA 90064	310-475-8531	R	7	.1
43	**Wassams Inc**—*John T Wassam*	**1720 Faulkland Rd, Wilmington DE 19805**	302-998-9459	R	7	.1
44	Duebers Inc—*Chuck L Dueber*	PO Box 26, Waconia MN 55387	612-443-2727	R	7	.2
45	William Glen Inc—*William Snyder*	2651 El Paseo Ln, Sacramento CA 95821	916-485-3000	R	5	.1
46	**Bob's Salvage Co**—*Bobby Sheffield*	**PO Box 807, Effingham IL 62401**	217-342-2179	R	4	<.1
47	WR Thomas Stores Inc—*PG Spear*	111 S High St, Warsaw IN 46580	219-267-5852	R	3	.1
48	Gilbert Stores Inc—*Lenoard N Gilbert*	645 W Colorado St, Glendale CA 91204	818-246-8483	R	3	<.1
49	**Harvey Dime Stores Inc**—*George Cox*	**455 W Lincoln Way, Valparaiso IN 46384**	219-462-3161	R	2	.2
50	Turner Industries Inc JWT Stores Inc—*John Turner Jr*	PO Box 730, Manahawkin NJ 08050	609-492-2385	D	1	.1
51	Only Deals Inc	5000 Winnetka Ave N, New Hope MN 55428	612-533-1169	S	N/A	N/A
52	**Plej's Textile Mill Outlets**	**923 Sander St, Rock Hill SC 29730**	803-324-4284	S	N/A	N/A
53	Wal-Mart Stores Inc Bud's Warehouse Outlet Wal-Mart Stores Inc	500 W Broadway, West Memphis AR 72301	501-732-0104	D	N/A	N/A

TOTALS: SIC 5331 Variety Stores

Companies: 53 **Financial Data: 108,273** **Employees: 1,112.2**

5399 Miscellaneous General Merchandise Store

Rank	Company Name—*Executive Officer*	Address, City, State, Zip	Phone	Type	Fin	Empls
1	**Service Merchandise Company Inc**—*Raymond Zimmerman*	**PO Box 24600, Nashville TN 37202**	615-251-6666	P	3,400	22.4
2	Best Products Company Inc—*Stuart Kasen* BAC Holdings Group Inc	PO Box 26303, Richmond VA 23260	804-261-2000	S	2,120*	32.3
3	Amcena Corp—*Roland Brenninkmeyer*	1114 Ave of the Amer, New York NY 10036	212-391-4141	R	1,600*	17.0
4	**Pamida Holdings Corp**—*C Clayton Burkstrand*	**8800 F St, Omaha NE 68127**	402-339-2400	P	638	6.3
5	Pamida Inc—*C Clayton Burkstrand* Pamida Holdings Corp	8800 F St, Omaha NE 68127	402-339-2400	S	638	6.3
6	Fred's Inc—*Michael J Hayes*	4300 New Getwell Rd, Memphis TN 38118	901-365-8880	P	292	3.4
7	**L Luria and Son Inc**—*Leonard Luria*	**5770 Miami Lakes Dr, Miami Lakes FL 33014**	305-557-9000	P	208	2.3
8	Country General Stores Co—*Larry D Mace*	PO Box 4905, Grand Island NE 68802	308-389-2500	S	182	1.6
9	K's Merchandise Mart Inc—*David K Eldridge*	3103 N Charles St, Decatur IL 62526	217-875-1440	R	180*	2.0
10	**GI Joe's Inc**—*David E Orkney*	**9805 Boeckman Rd, Wilsonville OR 97070**	503-682-2242	R	145	1.2
11	Sharper Image Corp—*Richard Thalheimer*	650 Davis St, San Francisco CA 94111	415-445-6000	P	142	1.0
12	Gramex Corp—*Tom W Holley*	11966 St Charles Rock, Bridgeton MO 63044	314-739-8300	R	130*	1.4
13	**Gem of Hawaii Inc**—*Glen A Kaya*	**1199 Dillingham Blvd, Honolulu HI 96817**	808-845-5931	R	80	.4
14	Joseph B Dahlkemper Company Inc—*JB Dahlkemper*	PO Box 3400, Erie PA 16508	814-864-4054	R	75	.8
15	Hamilton Stores Inc—*TH Povah*	PO Box 250, West Yellowstone MT 59758	406-646-7325	R	75*	.8
16	**Alaska Commercial Co**—*James O Campbell*	**1577 C St, Anchorage AK 99501**	907-276-2226	S	67*	.5
17	Central Tractor Farm and Family Center Inc—*Elliot Brady*	PO Box 3330, Des Moines IA 50316	515-266-3101	R	61*	.7
18	Jasper County Farm Bureau Cooperative—*Marvin E Luers*	PO Box 238, Rensselaer IN 47978	219-866-7131	R	60	.1
19	**Ammar's Inc**—*Keleel A Ammar Jr*	**S College Ave, Bluefield VA 24605**	703-322-4686	R	50	.7
20	Present Company Inc—*Thomas Hicks*	1099 J St, Rochester NY 14611	716-227-0700	R	49*	.3
21	Garden Ridge Pottery Inc—*Armand Shapiro*	19411 Atrium Pl, Houston TX 77084	713-579-7901	R	47	.5
22	**D and K Stores Inc**—*Raymond R Dweck*	**2125 Hwy 35, Oakhurst NJ 07755**	908-493-9292	R	40*	.7
23	AJ Holding Company Inc—*AJ Kroot*	29753 Plymouth Rd, Livonia MI 48150	313-427-2800	R	37*	.4