



THE HISTORY OF RETAIL IN 101 OBJECTS

Compiled and edited by
David Roth

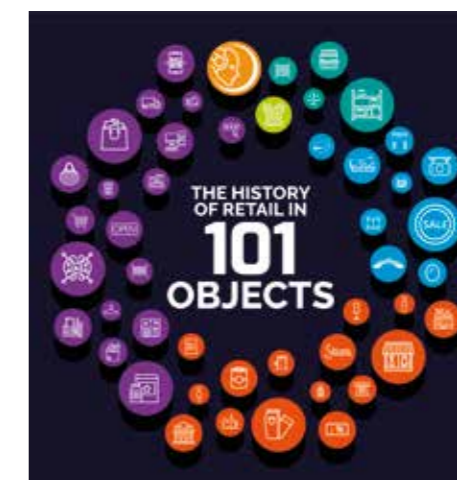


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**WORLD RETAIL
CONGRESS**

WORLD RETAIL HALL OF FAME EDITION



THE HISTORY OF RETAIL IN 101 OBJECTS

Plus, a glimpse of the future through
the Store as a Medium

COMPILED AND EDITED BY

David Roth

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Introducing the World Retail Congress special edition of The History of Retail in 101 Objects

Welcome, fellow retail enthusiasts, to the fourth edition of our retail story.

To mark the World Retail Congress taking place in London in May 2025, we're delighted to present this special fourth edition of The History of Retail in 100 Objects - well, 101 now, but who's counting? (We are, actually. Quite meticulously) including the prestigious World Retail Congress Hall of Fame.

From the very first "I'll trade you this for that" handshake, retail has been woven into the very fabric of human existence. The story of retail isn't just about commerce - it's about us, our societies, our dreams, and occasionally our questionable impulse purchases. And never has this connection been more evident than today.

It's been ten years since we first embarked on this journey together. Back then, I boldly predicted more retail transformation in the following decade than in the previous half-century. Spoiler alert: I was right! (Please forgive the momentary self-congratulation - it happens so rarely in publishing.)

Flip through these pages and you'll discover that retailers have always been the unsung heroes of innovation. They've embraced technology first not just to survive but to thrive - creating magical customer experiences, transforming stores into theaters of commerce, and finding clever ways to make their businesses run smoother than a freshly waxed shop floor.

The digital revolution of recent years has been nothing short of breathtaking. Computing power has exploded, high-speed connectivity has become both faster and cheaper, and smartphones have become as essential as our morning coffee. These forces have reshaped retail landscapes worldwide with dizzying speed.

And here's another prediction (feel free to quote me in ten years): When we look back at the "rapid" changes of the past decade, they'll seem positively glacial compared to what's coming. AI isn't just knocking on retail's door - it's remodelling the entire house. And here's what keeps me up at night (in the best possible way): AI isn't just another technology - it's the catalyst for retail's next golden age. And will re-shape the retail P&L.

This fourth edition reflects these seismic shifts. We've refreshed our collection, adding revolutionary newcomers while respectfully retiring a few whose impact has waned. We've kept the count at 100 objects - plus our special 101st addition - because round numbers make for tidy book titles.

History has a delightful sense of irony. One new addition whose impact is revolutionizing retail today actually dates back to 2000 BC. I'll let you discover this time-traveling innovation yourself as you explore these pages. Some ideas, it seems, simply need to wait patiently for their moment in the spotlight. History doesn't just teach us about the past - it illuminates our future.

For our first edition, inspired by the British Museum's "History of the World in 100 Objects," we crowdsourced nominations globally. The response was overwhelming. Our distinguished advisory board - retail sages whose wisdom guided our selections - helped distil thousands of suggestions into the definitive collection before you.

My gratitude to these advisors remains as deep as a department store's holiday discount. A complete list of these brilliant minds both original and new members can be found from page 6. Any errors herein are entirely mine - the advisory board gets all the credit, none of the blame.

To navigate this eclectic collection, we've organized objects within historical periods. Some placements were obvious; others required judgment calls about when an innovation truly made its mark. Retail history, we've discovered, refuses to fit neatly into spreadsheet cells.

For this fourth edition, we've added an exciting 101st object: "The Store as a Medium." Maroun Ishac from RRD - a retail media visionary - helped craft this glimpse into retail's next chapter, where algorithms dance with human rhythms, and shopping becomes paradoxically more digital yet more human. This addition explores retail's thrilling next chapter, where data science and human experience create in store environments and brand building canvases that are simultaneously more digital yet more personal. The possibilities are limitless.

Our partnership with RRD on this edition has revealed fascinating possibilities at the intersection of technology, data analytics, and AI - all collaborating to create a retail future that's both different and thriving.

While retail's exact future remains unwritten, one thing is certain: success will depend on the delicate interplay between technology, creativity, physical spaces, digital realms, and ever-evolving consumer behaviours.

Special thanks to Boni Sones OBE for her invaluable assistance on the original edition, and to the late Professor Rodney Fitch CBE, whose friendship I still cherish, for framing our time periods and championing this project from its inception.

I'm fortunate to work for WPP, a company whose origins lie in manufacturing shopping baskets - retail truly is in our DNA. As the creative transformation company, WPP uses creativity to build better futures for our people, planet, clients, and communities. Learn more at www.wpp.com

I hope you find The History of Retail in 101 Objects - including our glimpse into the future of the Store as a Medium - an engaging, occasionally chuckle-inducing, and thought-provoking read.

The retail revolution continues to accelerate, and what a privilege it is to document this remarkable journey.

After all, the future isn't what it used to be. But then again, neither is retail - and that's what makes it so fascinating.

The future of retail promises to be even more extraordinary than its past - and that's saying something.



David Roth
London 2025



nCountR™

Retail has always been an evolving story - one shaped by visionaries, technology, and the changing habits of consumers. Over the past 15 years, we have worked together to influence this future, collaborating with futurists and retail pioneers to explore how new technologies would transform the way we shop. Our work in envisioning the future of the shelf led to key insights, captured in *The Second and Third Eras of Retail*, written by David Roth and Jon Bird and *The History of Retail in 100 Objects* by David Roth.

In those explorations, we identified 20 new objects that we believed would significantly shape the retail landscape. Many of those predictions have now come to life - reshaping the way brands engage with consumers and how stores function beyond their traditional roles.

Today, we stand at another pivotal moment in retail's history. The store is no longer just a place of transaction; it has become one of the most powerful communication media channels available to brands. nCountR™ represents the next major shift - an in-store retail media platform that transforms physical retail into a dynamic advertising, engagement, and experiential ecosystem. It redefines the store as more than just a point of sale - it is now a media hub, a storytelling platform, and an experiential center where brands connect with consumers in real time.

By leveraging a best-in-class consortium of agency and technology companies, nCountR™ brings the scale, intelligence, and automation necessary to make in-store media as measurable, targeted, and effective as digital advertising. It enables retailers to create immersive brand activations, personalized shopping journeys, and seamless digital-physical integrations - turning passive foot traffic into engaged audiences.

However, the true acceleration of in-store media hinges on solving two key challenges: the business model and capital investment. By unlocking advertising revenue and solving the CAPEX equation, nCountR™ creates a path for retailers to turn digital screens and experiential activations into profit centers rather than cost burdens. For WPP and the brands it serves, this represents an enormous opportunity - the ability to make the physical store a high-impact media channel, driving influence at the most critical moment in the consumer journey.

As we add the Store as a Medium and nCountR™ as the 101st object in *The History of Retail in 101 Objects*, we are not just chronicling history - we are shaping the next era of retail. This is the moment when in-store retail media moves from an emerging concept to a fundamental pillar of how brands connect with shoppers.

Paul Mandeville
Chief Product Officer, Digital Marketing & Tech, RRD





**WORLD RETAIL
CONGRESS**

—
**WORLD
RETAIL
HALL OF FAME**
—

Welcome to a slice of history

We are delighted to introduce you to the latest inductees in the World Retail Congress's World Retail Hall of Fame, people who are both innovative leaders and inspirational role models. The luminaries being inducted into the World Retail Hall of Fame this year feature alongside an esteemed gathering of people whose courage, foresight and sheer determination have helped create and shape the retail landscape in which we now find ourselves.

It is fitting that we feature the complete Hall of Fame as part of the newly updated *The History of Retail in 101 Objects*. The fourth edition of this title comes just 10 years after the first was published, underlining the heady pace of change taking place in the retail industry.

As we chart the development of an industry, we simultaneously track the contribution that retail has made to society's broader progress. The sector has been – and remains – much more than the source of our shopping. Retailing has both reflected and helped drive social change. It has generated employment, wealth, opportunity and social mobility.

The 101 objects we have selected, which date back to 2,000 BC, illustrate not only what has changed, but also what has not: that pioneering retailers have always embraced the latest technology to bring customer-focused concepts to life, they have been a source of constant innovation and inspiration, and

they have made their businesses more efficient and more effective. The extent of technological change seen in just the past few years has been staggering.

New technologies and capabilities, explosions in computing power, expansion of high-speed connectivity at ever-lower cost, and the ubiquity of the smartphone have all precipitated momentous change – much of which is still taking shape.

So, as well as looking back, we also take this opportunity to look into the future of retail. We envisage an era in which algorithms will meet human rhythms; in this new world, retailing will be infinitely more digital but, paradoxically, will feel far more human.

We describe this world – and how we have arrived at this picture of the not-too-distant future – in *The Store As A Medium* newly included in *The History of Retail in 101 Objects*.

In working with RRD our partners on *The Store As A Medium* project, we see new ways in which the combination of technology, processing power, data analytics and AI, computer vision in collaboration with retailers, brand owners and their customers, will fashion a different, exciting and thriving in store brand building environment retail future.

While the exact future of retail is uncertain, what's certain is that technology, creativity and human understanding have never been so closely linked – nor more vital to business success. And, as history has proven, it will be bold leaders who see the value of investing in building strong brands who take us there.

We hope that you find this souvenir publication an interesting, fun and thought-provoking read, and join us in celebrating the valuable contribution to history made by outstanding leaders of outstanding brands.

Remember: History is now, and the future is not what it used to be.



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Ian McGarrigle
Chair and Founder,
World Retail Congress

Members

THE WORLD RETAIL CONGRESS WELCOMES OUR 2025 INDUCTEES



PATRICK CHALHOUB
Executive Chairman | Chalhoub Group

Patrick Chalhoub became Executive Chairman of Chalhoub Group in early 2025, having previously served as its CEO. In this role, he will act as custodian of the group's core values, vision, and sustainability agenda, and support the CEO and the Executive Committee. Having held leadership posts within the group for more than 40 years, Chalhoub has been instrumental in the company's growth and in establishing the group as a leader in luxury retail in the Middle East. He has supported iconic luxury brands' growth in the region, as well as nurturing home-grown brands; he sees a balance between innovation and a respect for heritage as a cornerstone of the group's success. Chalhoub was awarded the Chevalier de l'Ordre National de la Légion d'Honneur by the French government in 2018, and in 2023 received Lebanon's highest state decoration, Grade Officer in the National Order of the Cedar. He is a board member of the UN Global Compact, a council member of UAE's Circular Economy, and a board member of the Dubai Chambers of Commerce & Industry.



BRIAN CORNELL
Chair & CEO | Target

Brian Cornell joined Target as CEO in 2014, and quickly built on the company's strengths in physical retailing to help it become a thriving omnichannel brand. Through investment in the shopping experience, design, digital, data and supply-chain capabilities, Cornell put the store network at the heart of both physical shopping and digital fulfilment. This, and the 2017 acquisition of Shipt, helped propel Target to its strongest performance in its 60-year history. Under Cornell's watch, Target also invested in wages and staff development, leading to Target topping People Magazine's 100 Companies that Care, and ranking second on Fortune's Best Big Companies to Work For. Prior to joining Target, Cornell spent more than 30 years in leadership positions at leading retail and consumer-product companies around the world. He is on the National Retail Federation's executive committee, is chair of The Business Council, and is the non-executive chairman of the board for Yum! Brands. Cornell's many awards include the 2023 John Wooden Global Leadership Award from his alma mater, UCLA, and the Yale Legend in Leadership Award.



DEMETRA PINSENT
CEO | Charlotte Tilbury Ltd

Demetra Pinsent has been CEO of Charlotte Tilbury since the business launched in 2013. Previously, she was a London-based Partner at McKinsey & Company, advising global retailers and consumer businesses, developing expertise in strategy, operations, organisation and M&A. She helped build and co-led McKinsey's European Luxury Goods Practice, and supported the establishment of the Walpole's Brands of Tomorrow mentorship programme, serving as an advisory board member and mentor to founders for six years. Pinsent served in a non-executive capacity as trustee of The Royal Foundation of the Prince and Princess of Wales from 2017 to 2024, as has also been a non-executive director of luxury travel and hospitality group Belmond Limited. She received her B.A. from Harvard University and her M.Phil from Oxford University, where she studied as a Rhodes Scholar.



CHARLOTTE TILBURY MBE
Founder | Charlotte Tilbury Beauty

Charlotte Tilbury is an industry icon, trend trailblazer and beauty innovator across makeup, skincare and fragrance. Inspired by a 30-year career in makeup, from the red carpet to the runway, Tilbury launched her own brand in 2013 with a range designed to be easy to use, and to enable people to feel beautiful and confident. The brand rapidly achieved unicorn status and later IPO as part of Puig Group in 2024. Tilbury supports several global charities, including Women for Women International, The King's Trust, and the Clooney Foundation for Justice. In 2024, she became the first ever beauty brand and female-founded brand to sponsor F1 Academy, which supports young female racing drivers. Tilbury has won over 600 awards, including the prestigious Special Recognition Award at The Fashion Awards in 2023, and an MBE for services to the beauty and cosmetics industry, presented by Queen Elizabeth II in 2018.

Members

THE INAUGURAL 100 WORLD RETAIL HALL OF FAME MEMBERS

The World Retail Hall of Fame was created in 2007 with an initial membership of 100, selected after extensive consultation with retail experts around the globe.

At each World Retail Congress around three retail luminaries are inducted at a special function to mark the occasion.

RAYMOND ACKERMAN
PICK 'N PAY | South Africa

When Raymond Ackerman started negotiations in 1967 for four small shops called Pick 'n Pay, lack of funds did not faze him and he turned to 25 colleagues in Johannesburg and another 25 in Cape Town for help. Ackerman gambled on growth, diversifying into hypermarkets in 1973 and building a store group to rival Shoprite.

KARL AND THEO ALBRECHT
ALDI | Germany

After the end of the war, brothers Karl and Theo Albrecht took over their mother's business and the first Aldi (Albrecht-Discount) was opened in 1961. Aldi's operations were later divided between the brothers, with Karl taking control of Aldi Süd (South), and Theo managing Aldi Nord (North). The brothers also owned California grocer Trader Joe's.

JERÓNIMO ARANGO
AURRERÁ | Mexico

Jerónimo Arango co-founded the Aurrerá chain of supermarkets, built Grupo CIFRA, then partnered with Wal-Mart, renaming the chain Walmex.

GIORGIO ARMANI
ARMANI | Italy

In 1964, without any formal training, Armani designed a line of menswear for Nino Cerruti and in 1970 became a freelance fashion designer and consultant and in 1975 he and Galeotti started their own company and founded the Armani label. Synonymous with the power dressing of the 1980s, Armani established one of the world's leading fashion labels and a global retail empire.

LAURA ASHLEY
LAURA ASHLEY | UK

Laura and Bernard Ashley capitalized on Audrey Hepburn sporting a headscarf in the 1953 film Roman Holiday and their scarves were an instant success. Stores began to proliferate in the 1960s, with internationalization in the 1970s. Ashley died in 1985 aged 60 after a fall, just two months before the company floated.

THÉOPHILE BADER
GALERIES LAFAYETTE | France

The company's origins date to 1895, when Albert Kahn rented a shop in Paris to sell gloves, ribbons, veils, and other goods. Joined by his cousin, 34-year-old Théophile Bader, the partnership soon purchased the entire building along with adjacent buildings and in 1906 built Aux Galeries Lafayette, before opening the iconic new department store in 1912. Bader brought sons-in-laws Raoul Meyer and Max Heilbronn into the management and the three steered the group's expansion until 1935 when Bader became seriously ill. Meyer and Heilbronn directed the firm for another 35 years.

We don't want to push our ideas on to customers, we simply want to make what they want.

LAURA ASHLEY | LAURA ASHLEY

Remain true to yourself and your philosophy. Changing in the face of adversity will in fact diminish your credibility with your customers.

GIORGIO ARMANI | ARMANI

RICCARDO BAGNI
COOP ITALIA | Italy

The cooperative philosophy was born in Italy more than 100 years ago and Riccardo Bagni predicated growth on its founding principles such as global labor practices, food health and safety and fair trade initiatives.

OTTO BEISHEIM
METRO CASH & CARRY | Germany

Metro's global empire began as Metro SB-Grossmarkte, a cash-and-carry business founded by German entrepreneur Otto Beisheim in 1964 in Mulheim. The company received financial backing in 1967 from the Franz Haniel & Cie industrial dynasty and the Schmidt-Ruthenbeck family, also wholesalers. Beisheim retired in 1994 and died in 2013.

LUCIANA BENETTON
BENETTON | Italy

Born in 1935 in Treviso, Italy, Luciano Benetton, together with his siblings Giuliana, Gilberto and Carlo, combined in 1965 to launch the Benetton Group. Pioneering an affordable fashion offer for Italian youngsters and never afraid to court controversy, Benetton hit upon a casual clothing formula with global appeal.

JEFF BEZOS
AMAZON | US

Amazon was founded (as Cadabra.com) in 1994 by the man who is still CEO, Jeff Bezos. After the first online bubble burst Amazon faced skepticism about its business model and its long-term success prospects but it made its first annual profit in 2003 and the company, which began by offering books, has diversified into a wide variety of product categories and has sites across the world. Arguably the model for internet retailing, using its immense online capabilities Amazon has also become the platform provider for many major retailers.

ARTHUR BLANK AND BERNARD MARCUS
HOME DEPOT | US

Arthur Blank co-founded DIY retail giant Home Depot in 1978 with Bernard Marcus after the pair were fired from Handy Dan Improvement Center in the same year. He stepped down from the company in 2001, leaving it as the world's biggest home improvement retailer. Blank and Marcus made big box DIY, warehouse-style retailing their own, with a model that has been copied the world over. Home Depot – with its distinctive branding and aggressive pricing – became the youngest US retailer to break through \$70 billion in sales and went public just three years after formation.

JOSEPH AND LYMAN BLOOMINGDALE
BLOOMINGDALE'S | US

The Bloomingdale brothers Joseph and Lyman first opened a Ladies' Notion Shop in New York in the 1860s and in 1872 Bloomingdale's expanded and opened its East Side Bazaar, selling a variety of women's fashions. The Bazaar became a harbinger of the true department store and by 1929 Bloomingdale's covered an entire city block. Two years later the glamorous Art Deco building from which it still trades was completed. The company expanded to other locations and in more recent times became part of Federated.



ARTHUR BLANK
HOME DEPOT | US



BERNARD MARCUS
HOME DEPOT | US

Members

JESSE BOOTS
BOOTS | UK

Jesse Boot transformed his mother's small herbal store into one of the world's most recognizable pharmacy retailers. From first working in the store in 1863, following his father's death, he became a partner in the company and renamed it in 1883 as Boot and Company. Store expansion outside his native Nottingham began a year later and by 1900 stores began appearing all around the UK. He eventually sold the business in 1920, was knighted in 1909 and donated land for what is now the University of Nottingham in 1928.

SEMATORE AND ROMUALDO BORLETTI

LA RINASCENTE | Italy

La Rinascente started out as a small shop in Milan in 1865. But founders the Bocconi family sold it to a rising Milan industrialist family, the Borlettis, in 1917, led by brothers Senatore and Romualdo, with famed Italian writer Gabriele D'Annunzio dubbing the store "La Rinascente".

ARISTIDE BOUCICAUT
BON MARCHÉ | France

Aristide Boucicaut created one of the original department stores and a great French institution. Born in Bellême, the son of a banker, Boucicaut set up Le Bon Marché as a goods store in 1838, but his innovations in retailing became most noticeable after 1852. The World's Fair in 1855 gave him further ideas such as the notion of browsing, greater advertisements, fixed prices and, in 1856, a catalog.



ALAIN BROUCHARD
ALIMENTATION COUCHE TARD | CANADA

CLEMENS AND AUGUST BRENNINKMEYER

C&A | Netherlands

Brothers Clemens and August (C&A) left their home town in Mettingen, Germany and opened up a textile warehouse in Sneek, Netherlands in 1841. The first C&A store opened its doors there in 1861 and was one of the first outlets to offer ready-to-wear items of clothing in various sizes.

ALAIN BROUCHARD

ALIMENTATION COUCHE TARD | Canada

Alain Brouchard orchestrated the phenomenal rise of Alimentation Couche-Tard, creating the third largest convenience store chain in the North Americas. A native of Chicoutimi, Quebec, via acquisition he started with 12 stores in 1985 and 20 years later, after a spate of acquisitions and a relentless march across North America, he was preparing to open his 5,000th store. In 2001, by which time national domination in Canada was well established, Brouchard took the company into the US and in 2003 established a serious foothold with the acquisition of Circle K.

RICHARD BURBIDGE

HUDSON'S BAY | Canada

Richard Burbidge began his career at the age of 14 as apprentice to a London grocer. After stints with Army & Navy Stores and William Whitely, then London's largest department store, he joined Harrods in 1891 and soon became managing director, introducing, among other things, the first escalator to the store. Invited by a director to run the rule over HBC, Burbidge's prescription for change saw HBC's retail operations managed separately from the company's fur trade and land sales. He was elected to the board in 1910, a position he held until his death in 1917.

JAMES CLOPPENBURG JR

PEEK & CLOPPENBURG | Germany

James Cloppenburg, Jr steered the family business for 60 years, establishing it as one of Europe's most important department store chains.

JACK COHEN

TESCO | UK

Sir John Edward "Jack" Cohen was born in the East End of London as the son of an immigrant Polish-Jewish tailor. Upon demobilization in 1919 he established himself as a market stall holder in London by purchasing surplus armed services stock and starting a wholesale business. In 1924, he created the Tesco brand name from the initials of tea supplier TE Stockwell and the first two letters of his surname. The first two Tesco stores opened in 1931 and by 1939 Cohen owned 100 Tesco stores.

Cheap drugs would be dear if they were cheap and nasty. Nasty to the palate many drugs are bound to be; but worse is the nastiness of bad quality.

JESSE BOOTS | BOOTS

GEORGE COLES

COLES MYER | Australia

The first GJ Coles & Coy discount store opened in the working-class suburb of Collingwood, Victoria, in 1914. The variety store was founded by George James Coles, who had studied US and UK chain store retailing methods, and ultimately the group became Australia's biggest retailer. In 1919 he opened a much larger store with the slogan "Nothing over 2/6d" and, with eight stores to its name, GJ Coles & Coy floated on the Melbourne Stock Exchange in 1927.

JEF COLRUYT

COLRUYT | Belgium

Established in 1925 as a small baker's shop on the outskirts of Brussels, Colruyt really entered the retail arena in earnest in the 1960s when it opened its first supermarkets and discount stores. Jef Colruyt succeeded father Jo at the helm of the group in 1994 and, despite trading in markets with severe competition from the likes of Carrefour, steered the group's expansion.

TERENCE CONRAN

HABITAT | UK

Born in 1931, Terence Conran founded the Habitat chain of stores that brought good, modern design within reach of the general population. His approach revolutionized domestic style in 1960s Britain and through the merger of Habitat with Mothercare and the subsequent additions of Richard Shops, Heal's, British Home Stores and Blazer, Conran created the retail group Storehouse, from which he retired in 1990. He built another group of companies involved in design, retailing, hotels and, most notably, restaurants.

ROGER CORBETT

WOOLWORTHS | Australia

Roger Corbett joined Woolworths in 1990 and, after becoming group managing director and CEO in 1999, he oversaw the growth of the group into a diversified operation and one of Australia's biggest retailers.

NINIAN CRAWFORD

THOMAS LANE | Hong Kong Sar

Lane Crawford, Hong Kong SAR In 1850, Lane Crawford was established in Hong Kong by two Scots - Thomas Lane and Ninian Crawford. The original Lane Crawford flagship store was located on Des Voeux Road Central and was a makeshift bamboo structure on the waterfront. Since then it has occupied a number of landmark locations in Hong Kong and by the early 1900s had stores in Shanghai, Kobe and Tokyo.

JULES DELHAIZE

DELHAIZE | Belgium

In 1867, commercial sciences professor Jules Delhaize, who had developed his own theories about food retailing, convinced his brother Edouard and brother-in-law Jules Vieujant, to help. Delhaize revolutionized Belgium's grocery trade by creating a network of branch stores supplied by a central warehouse. In 1883, the company opened state-of-the-art warehousing facilities, as well as a school and fire brigade, and the new site gave the company a rail link, increasing its distribution capacity. It branched into manufacturing, under the Delhaize brand name, and by the outbreak of World War I, Delhaize had expanded to some 500 stores.



JEF COLRUYT
COLRUYT | BELGIUM



TERENCE CONRAN
HABITAT | UK



ROGER CORBETT
WOOLWORTHS | AUSTRALIA

Members

ROBERT DIROMUALDO
BORDERS | US

Borders bookstore was founded in Ann Arbor, Michigan in 1971 by brothers Tom and Louis Borders. Former Hickory Farms president Robert DiRomualdo was hired in 1989 to expand the company exponentially and led extraordinary growth during the 1990s, diversifying into music sales, adding coffee shops and alcohol into the stores and making book stores cool places to meet up with friends.

GOTTLEIB DUTTWEILER
MIGROS | Switzerland

Migros founder Gottlieb Duttweiler shaped Swiss economic history with a strong sense of social responsibility. Duttweiler effectively gave his grocery chain away when he converted it to a cooperative in 1941. In 1962, the year of his death, he laid the foundation stone for the GDI, an independent research institute for economic and social studies.



GOTTLEIB DUTTWEILER
MIGROS | SWITZERLAND

Our company continues to demonstrate values that, from the beginning, set us apart—creativity, risk-taking, integrity, loyalty, doing what’s right and staying. focused on our customers.
DON FISHER | GAP

TIMOTHY EATON
EATON’S | Canada

As a 20-year-old Irish apprentice shopkeeper, Timothy Eaton sailed to settle with other family members in southern Ontario, Canada. In 1861, with the help of brothers Robert and James, he set up a bakery in Kirkton which went under after only a few months. Undaunted, he opened a dry goods store in 1869, then purchased an existing dry goods and haberdashery business on Yonge Street in Toronto. Eaton embraced two ground-breaking practices: first, all goods had one price with no credit given, and second, all purchases came with a money-back guarantee. Eaton also introduced Canada to the mail-order catalog.

ANDRÉ ESSEL AND MAX THÉRET
FNAC | France

After the World War II, young socialists André Essel and Max Théret met up and conceived the idea of forming a new buyers’ club that would serve members from both the commercial and consumer sides, offering discounted photographic equipment through a magazine called Contact. Federation Nationale d’Achats des Cadres’ in 1966 opened its store to non-members and soon thereafter began to expand and diversify.

JOHN EWALD
AVON | US

John Ewald went to work for Avon’s predecessor, the California Perfume Company, while he was still in high school. Rejoining as a full-time employee, he was named vice president and general manager in 1932 and president and CEO of Avon and its parent company, Allied Products, in 1944. He was chairman from 1962 to 1967, and continued as a director until his retirement. Ewald oversaw 23 years of consecutive growth and is credited with introducing the “Avon Calling” slogan.

MARSHALL FIELD
MARSHALL FIELDS | US

Marshall Field and partner Levi Leiter accepted an offer to become senior partners at the dry goods establishment Potter Palmer in 1865 as Field, Palmer, Leiter & Co. In 1867, after Field and Leiter could afford to buy him out, Palmer withdrew and, in 1881, Field bought out his remaining business partner to become Marshall Field and Company. Unconditional refunds, consistent pricing and international imports are among Field’s innovations. The Field Museum of Natural History was named after him.



ERIVAN HAUB
TENGMANN GROUP | GERMANY

DON FISHER
GAP | US

Donald George Fisher, co-founder with wife Doris, opened a store on Ocean Avenue called Gap, to draw reference from the popular term “generation gap”. The store started selling Levi’s jeans and records. Within months the records were dropped and Fisher cashed in on the ensuing jeans frenzy. In 1974 he launched the store’s own brand and by 1976 the company had begun trading on the New York Stock Exchange. Under his tenure, Gap continued to open new formats. He stepped down as chairman in 2004 and died in 2009.

MARCEL FOURNIER AND LOUIS DEFFOREY
CARREFOUR | France

In May 1959, Marcel Fournier and Louis Defforey decided to incorporate modern retail concepts into their store in Annecy, France. Alerted to the news that Édouard Leclerc was to open a store in Annecy, Fournier offered the basement of his department store, Grand Magasin de Nouveautés Fournier, for Carrefour’s use before the opening of the larger store, and it was an immediate success. Carrefour’s path was set.

ADAM LONG GIMBEL
SAKS | US

The US department store chain Saks Fifth Avenue began life in 1902 as a men’s clothing store in Washington, DC. The name “Fifth Avenue” was added in 1924 when the New York store moved to fashionable Fifth Avenue from Herald Square. In order to finance this move the founding Saks family gave control of the firm to the Gimbel family. Leadership passed from Horace Gimbel to Adam Long Gimbel after the former’s sudden death, and the successor completely renovated the one-year-old flagship upon assuming control and led Saks from 1925 to 1969.

DAVID GLASS
WAL-MART | US

David Glass carried the mantle for Wal-Mart as it grew from an upcoming chain into a retail juggernaut. He joined the company in 1976 and he became president, then CEO from 1988 until January 2000.

VICTOR GRUEN
SOUTHDAL CENTER | US

Architect Victor David Gruen emigrated from Austria to the US in 1938 and designed the influential Northland Center open-air shopping mall near Detroit in 1954, as a response to changes dictated by the automobile in postwar-America. He also designed the first fully enclosed mall, Southdale Center in Edina, Minnesota, which opened in 1956. Although Gruen’s firm designed dozens of such malls and the downtown pedestrian malls meant to compete with them, he bitterly disavowed the repetitive nature of shopping mall designs across the US.

CHARLES DIGBY HARROD
HARRODS | UK

In 1835, Charles Henry Harrod, a tea merchant and grocery wholesaler, started his own shop opposite his home in Stepney, East London but, worried by a cholera epidemic sweeping London, moved in 1849 to what was then semi-rural Brompton Road. As Knightsbridge was built up, Harrods grew with it and several adjoining buildings were taken over, but it was son Charles Digby who oversaw its transformation into a grand department store after it was gutted by fire in 1863.

ERIVAN HAUB
TENGMANN GROUP | Germany

Erivan Haub’s mother Elizabeth originates from the Mülheimer entrepreneur family Schmitz Scholl, the owning family of the retail trade company Tengelmann. Under Haub’s guidance Tengelmann expanded to become one of Germany’s biggest food retailers and in 1979 took over the majority of Great Atlantic & Pacific Tea Company (A&P).

ALBERT HEIJN
AHOLD | Netherlands

Ahold’s core brand Albert Heijn was started by the man of the same name when Albert took over his father’s small Zaandam grocery store, selling a wide variety of products, from groceries to dredging nets and tar. Within a decade he had built the business into a 10-store chain, and the company in its modern form took shape after World War II, eventually peaking as the third-largest retailer in the world.

Members

OSUKE HIBI
MITSUKOSHI | Japan

Mitsukoshi's modern day legacy began in 1900 when newly elected managing director Osuke Hibi's progressive measures - which earned him praise as the "giant of the department store industry" - helped to turn a simple drapery store into one of Japan's finest department stores over the next decade, and laid the foundations for the modern-day business.

BARBARA HULANICKI
BIBA | UK

Founded in 1964 by Barbara Hulanicki and husband Stephen Fitz-Simon, Biba's anti-establishment approach and the introduction of lifestyle shopping propelled it to worldwide fame.

ROWLAND HUSSEY MACY
MACY'S | US

Rowland Hussey Macy's New York shop became the model for the modern department store and a powerful icon of business success. In 1857, Rowland Macy opened a small fancy dry goods store in New York and RH Macy and Co was built on innovative business practices that modernized the retailing industry, pioneering business procedures such as quoting specific prices for goods in newspaper advertising. He also introduced the first in-store Santa Claus and elaborate, illuminated holiday displays.

We used to think that everything started in the lab. Now we realize that everything spins off the consumer.

PHIL KNIGHT | NIKE

STANLEY KALMS
DIXONS | UK

Life president and former chairman of Dixons, Sir Stanley Kalms spent his entire career from 1948 working with the consumer electricals giant, which was a one-store photographic studio owned by his father when he joined.

RUDOLPH KARSTADT
KARSTADT | Germany

Rudolph Karstadt founded his first store Tuch-, Manufactur- und Confectionsgeschäft Karstadt in Wismar in 1881. In 1884, a second store was opened in Lübeck and before long 24 stores had been opened across northern Germany. In 1920 the company merged with that of Theodor Althoff and became Rudolph Karstadt AG; the group gradually expanded through acquisition and merger.

SIMON KESWICK
DAIRY FARM | Hong Kong SAR

Established in 1886 to provide clean and healthy dairy cattle for Hong Kong, the company now owns supermarkets, hypermarkets, health and beauty stores, convenience shops, and home furnishing stores across Asia. Simon Keswick helped drive growth, having joined in 1962 and becoming chairman of Dairy Farm in 1986.

SAMUEL KLEIN

CASAS BAHIA | Brazil

Polish immigrant Samuel Klein began by selling table and bed linen from a handcart and he predicated his philosophy on always respecting low-income buyers. That philosophy remains, and the company expanded to over 500 stores selling household goods from its own distribution center, serving a low-income consumer base.

PHIL KNIGHT
NIKE | US

Co-founder Phil Knight began Nike predecessor Blue Ribbon Sports in 1964 and in 1971 the famous Swoosh graphic was created and the name Nike was conjured. In 1988 the "Just do it" tagline was introduced. In 1990 Knight opened the first Niketown in Portland, inventing the concept of brand showcases, and similar stores have since opened around the world.

SEBASTIAN KRESGE
KMART CORPORATION | US

Sebastian Spering Kresge was the founder of The SS Kresge Company (later Kmart) in 1899 with an \$8,000 investment in two five-and-ten-cent stores. During World War I, Kresge experimented with raising the limit on prices in his stores to \$1 and in the 1920s trialed larger stores, which became the precursors of the discount supermarket.

CHARLES LAZARUS
TOYS 'R' US | US

Charles Lazarus persuaded his father to sell only toys at his Washington retail store and he went on to create the Toys 'R' Us chain, which became America's largest toy retailer, by using a sophisticated centralized information system to manage large inventories of discounted, quality-brand toys.

FRED LAZARUS JR
FEDERATED DEPARTMENT STORES | US

Fred Lazarus, Jr was the founder of Federated Department Stores and grew up working in his family's small department store in Columbus, Ohio. In 1929, F&R Lazarus merged with Abraham & Straus of Brooklyn, Filene's of Boston and Bloomingdale's to become Federated Department Stores, of which "Mr Fred" was the chairman. Under his leadership, Federated eventually became the largest department store company in the US. Lazarus is credited with convincing President Franklin D Roosevelt in 1939 to move Thanksgiving a week earlier in order to extend the Christmas shopping period.

Never knowingly be undersold without my consent in writing. If you break this rule to any serious extent I am sure to hear of it.

SPEDAN LEWIS | JOHN LEWIS

ÉDOUARD LECLERC
LECLERC | France

Édouard Leclerc abandoned his studies for the catholic priesthood in 1949 and opened a small grocery store in Landerneau, in the north of France. Leclerc's pricing policies quickly brought him into conflict with other local merchants and after facing price-fixing measures he succeeded in seeing the passage of new legislation, the so-called Pinay Law. It was the first of numerous battles he fought as Leclerc built a major retail empire in France.

SPEDAN LEWIS
JOHN LEWIS PARTNERSHIP | UK

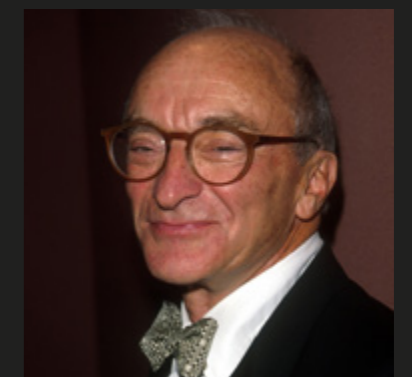
John Lewis, named after the founder, first appeared on the UK high street as a small draper's store in 1864. However, eldest son Spedan Lewis was behind its transformation into a partnership - an ideal established when he managed the unsuccessful Peter Jones store on Sloane Square and pledged to staff that if the shop became successful they would share in the returns. In 1919 he was able to deliver, giving each worker an extra five weeks' wages and - a decade later - taking the company into a trust where it would become run as a partnership. He ran the business until 1955.



BARBARA HULANICKI
BIBA | UK



SAMUEL KLEIN
CASAS BAHIA | BRAZIL



CHARLES LAZARUS
TOYS 'R' US | US

Members

Our meetings with **customers** at lunchtime and in the evening Monday through Thursday around the country were probably the **best thing** that ever happened to us, and all the marketing initiatives we took to move **Tesco** through and make it the brand leader, basically they all came from the customers.

IAN MACLAURIN | **TESCO**

IAN MACLAURIN
TESCO | **UK**

Ian MacLaurin is best known for his 38 years with Tesco, 12 of those as managing director and another 12 as chairman. MacLaurin joined Tesco in 1959 and oversaw its growth into an international powerhouse. He also won widespread praise for assembling a high-caliber team to take the company on once he stepped down in 1997.

SHEIKH MAKTOUM BIN RASHID AL-MAKTOUM
DUBAI | **UAE**

Until his death in January 2006, Sheikh Maktoum bin Rashid Al Maktoum was the vice president and prime minister of the United Arab Emirates and the emir of Dubai. Sheikh Maktoum ran the emirate along with his two brothers, Sheikh Mohammed and Sheikh Hamdan. But Maktoum's retail legacy is in his opening up of Dubai as a global economy, led by an audacious growth strategy based around retailing. Not only has this spawned some of the world's biggest malls but has also acted as a catalyst for neighboring states to produce their own destination blueprints.

DOMINIQUE MANDONNAUD
SEPHORA | **France**

Increasingly frustrated by the counter-service culture of the beauty sector, founder Dominique Mandonnaud opened the revolutionary Shop 8 in 1979, grouping product by type instead of brand and making the product accessible on store shelves. After resolving a financial issue in the early 1990s, the new business bought the Sephora chain from UK retailer Boots and expanded throughout France before selling up to LVMH when Mandonnaud retired.

STANLEY MARCUS
NEIMAN MARCUS | **US**

Son of Neiman Marcus co-founder Herbert Marcus (who set up store with sister Carrie Neiman), Stanley joined the company in the 1930s. He created the annual autumn fashion show, made his store the first to host an art exhibition, and became the first to establish an annual Christmas catalog.

SIMON MARKS AND THOMAS SPENCER
MARKS & SPENCER | **UK**

Michael Marks and Thomas Spencer founded M&S in 1894 when they combined to develop Marks' "penny stalls". The pair began to open stores in the north of England and expanded south and west as new distribution centers opened. Simon Marks took over the business in 1907 and set about building the modern day business, introducing the St Michael label and establishing the business on good quality, affordable clothing and a no quibble, money-back guarantee.

JOHN MOORES
LITTLEWOODS | **UK**

John Moores founded the Littlewoods Football Pools, a hugely popular football gambling game. The Pools preceded the retail venture and made Moores a millionaire before he began a catalog business with his new-found wealth in 1932. Five years later he opened the first Littlewoods store in Blackpool and the retailer expanded to a national chain selling inexpensive clothing and general merchandise. Moores remained a board director until his death in 1986.

GÉRARD MULLIEZ
AUCHAN | **France**

The Mulliez family founded and retains the dominant share of Auchan. The family's first company, Phildar, was founded in 1903 and has become one of the largest textiles distributors in the world. It was also the training ground for Gerard Mulliez, who decided to go into business for himself in 1961. In 1967 Mulliez opened the first hypermarket.

SIDNEY MYER
COLES MYER | **Australia**

Sidney Baerski Myer migrated to Melbourne from Kritchev, Russia (now Belarus) in 1899 to join his brother and opened a shop; by 1911 he had established the Myer Department store in Bourke Street, which begat the Myer chain of department stores. During the Depression of the 1930s, rather than lay off workers, all staff, including Myer, had their wages reduced. Upon his death in 1934, 100,000 people attended his funeral and the Myer Foundation continues his tradition of philanthropy.

LEE MYUNG-HEE
SHINSEGAE | **South Korea**

Part of a Korean business dynasty, Shinsegae Group chairwoman Lee Myung-hee oversaw the growth of Shinsegae and the E-Mart discount chain.

ISAO NAKAUCHI
DAIEI | **Japan**

Isao Nakauchi founded supermarket chain Daiei and revolutionized Japan's retail industry. A pharmacist's son and charismatic businessman, he helped bring American-style, large-scale discount retail methods to a nation long dominated by independent stores.

ARCHIE NORMAN
ASDA | **UK**

It was from 1991 when he joined Asda that Archie Norman made his reputation, becoming chief executive and then chairman and achieving an extraordinary turnaround at the supermarket chain over a decade. Along the way Asda was acquired by the company it was modelled on – Wal-Mart.

TAKUYA OKADA
AEON | **Japan**

Jusco was formed in 1969 through the business tie-up of three companies – Okadaya, Futagi and Shiro. Post-war, Okadaya founder Takuya Okada had grown his business regionally but recognized the advantages that scale could bring. Okada became president of the merged businesses and more and more companies came under the Japan United Stores Company, including companies in South Korea, Australia and Brazil. In the 1980s Okada, by now chairman and CEO, developed the company's retail operations, including franchises, and the company eventually renamed as Aeon in 2001.

DR. MICHAEL OTTO
OTTO | **Germany**

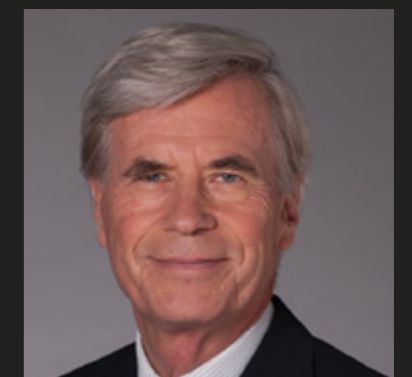
Michael Otto and his family own 75 percent of the company, which his father Werner Otto founded in 1949. The family also owns more than 50 percent of home furnishings chain and US retailer Crate & Barrel and extensive real estate in the US and Canada. Michael Otto joined the company in 1971 and is credited with turning Otto into a fully multi-channel retailer. An enthusiastic environmentalist, in 2002 he received the Vernon A Walters Prize for his efforts to promote US-German relations.



GÉRARD MULLIEZ
AUCHAN | **FRANCE**



TAKUYA OKADA
AEON | **JAPAN**



DR. MICHAEL OTTO
OTTO | **GERMANY**

Members

Renuka Jagtiani, Chairwoman, Landmark Group, pays tribute to the life and retail legacy of her husband Micky who passed away in May 2023. The World Retail Congress was honoured to induct this husband and wife retail powerhouse into the Hall of Fame in 2017.

“Micky was a dreamer, an entrepreneur at heart, and above all, a man who believed in possibilities. His journey began in 1968 when he moved from London to Bahrain to take over the family business after his brother fell ill. It wasn’t an easy transition, but Micky was never one to shy away from challenges. He learned by doing - spending time on the shop floor, understanding customer needs, and constantly seeking ways to improve and grow.

Bahrain became his training ground, but Micky always looked beyond. He travelled extensively to the UK, USA, and Europe, observing legacy retailers and trying to understand how they conducted business. He never settled with the status quo and always had that curiosity and ambition. >>

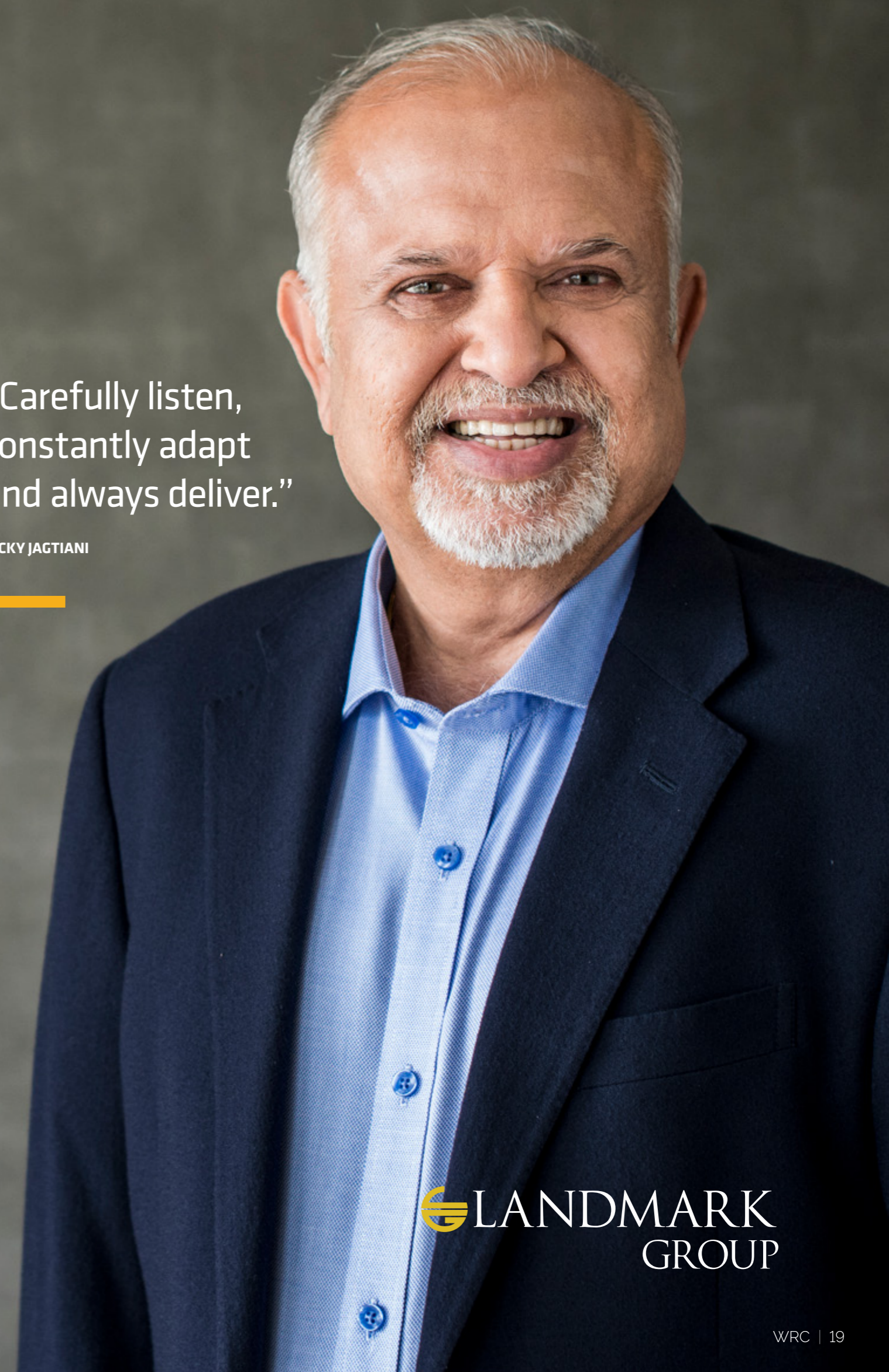


INDUCTED 2017

RENUKA JAGTIANI

“Carefully listen, constantly adapt and always deliver.”

MICKY JAGTIANI



 **LANDMARK
GROUP**

Members

His move to Dubai in the early 1990s was driven by the belief that there was so much more to build – and that Dubai was becoming the next global trade capital. So that’s where he launched Shoemart, bringing affordable, stylish footwear to a rapidly growing market. His keen instinct for retail and understanding people’s needs led to expansion across different categories, always with the same philosophy - offering customers quality at a great price.

Micky believed in creating and nurturing brands. He encouraged those around him to take risks, innovate, and build new brands and businesses with purpose. Whenever he thought of a new concept, he would speak to many people, pick a leader he believed was passionate and entrepreneurial, and then let them run with it. His belief in developing homegrown brands was unwavering, and it was this mindset that inspired me to launch Splash in 1993. He was always supportive, always pushing us to think bigger and challenge ourselves.

His leadership style was simple. He didn’t believe in unnecessary complexities; he valued speed, efficiency, and above all, people. He had an innate ability to connect with everyone, from employees to partners, treating them as an extension of his family. Many of his closest business relationships lasted decades because he built them on trust and mutual respect. More than anything, Micky was a man of deep values. He believed in hard work, resilience, and doing business the right way. He never lost sight of what truly mattered - people. Whether it was customers, employees, or business partners, he made everyone feel valued, heard, and respected.

Micky was never one to dwell on past successes. He was always looking ahead, asking, “What’s next?” His

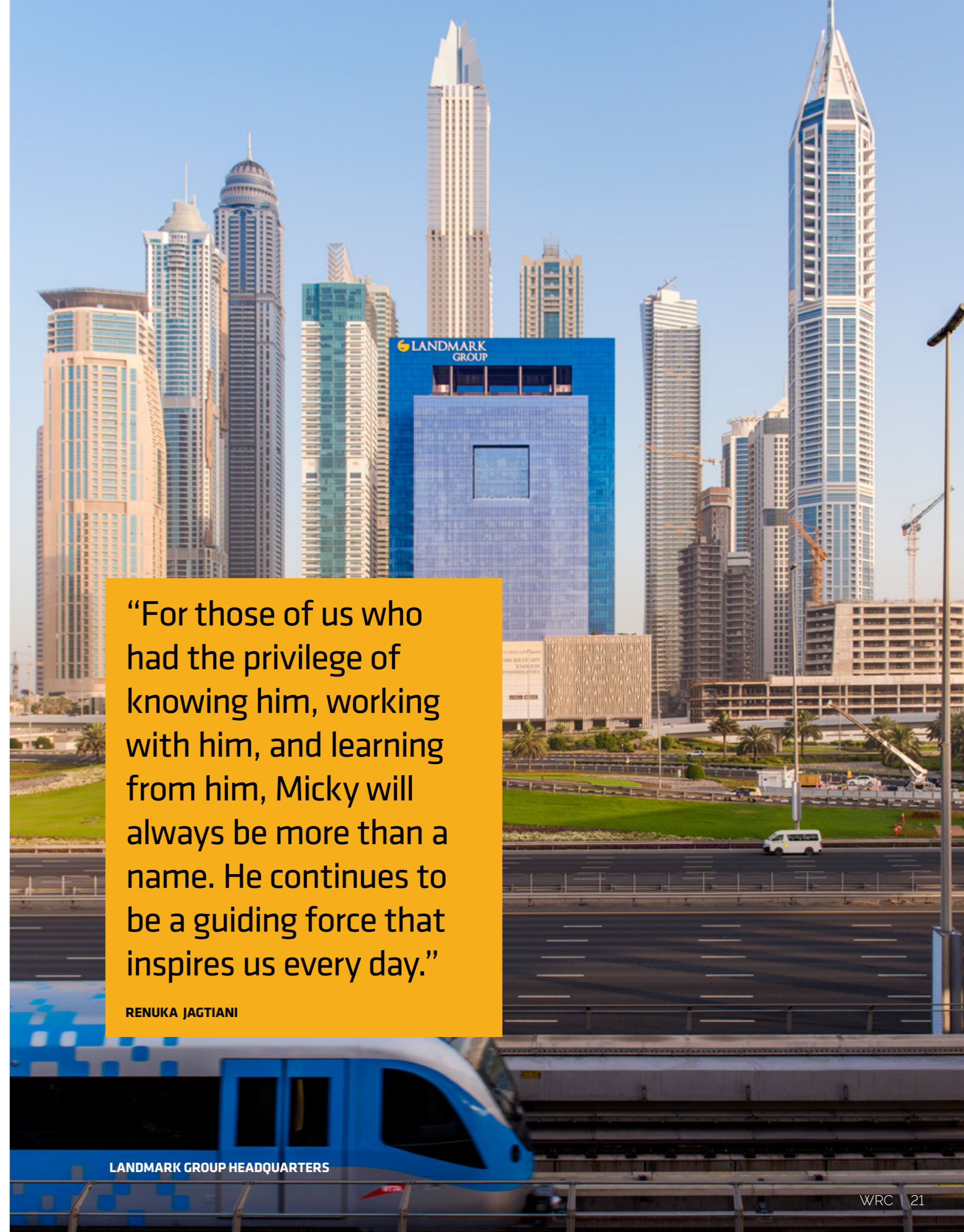


philosophy was to throw a few balls in the air and see which ones you can catch. He encouraged experimentation and was never afraid to take calculated risks. This mindset shaped everything he did and inspired those around him to dream bigger.

Last year, as we marked 50 years since he started this journey, it was a moment to reflect on his incredible impact. But more than a milestone,

it was a reminder of the kind of person Micky was - a man with a vision, a mentor, and a leader who shaped so many lives. His legacy isn’t just in the businesses he built but in the people he inspired.

For those of us who had the privilege of knowing him, working with him, and learning from him, Micky will always be more than a name. He continues to be a guiding force that inspires us every day.”



“For those of us who had the privilege of knowing him, working with him, and learning from him, Micky will always be more than a name. He continues to be a guiding force that inspires us every day.”

RENUKA JAGTIANI

LANDMARK GROUP HEADQUARTERS

Members

JAMES CASH PENNEY
JC PENNEY | US

In 1898 James Cash Penney began working in a small chain called the Golden Rule stores and in 1902 owners Guy Johnson and Thomas Callahan offered him a one-third partnership in a new store he would open. He invested \$2,000 and moved to Wyoming to open the store there, taking sole ownership in 1907. By 1912 there were 34 stores in the Rocky Mountain States and in 1913 he incorporated the JC Penney Company. Penneys stores expanded nationwide to 1,400 stores by 1929 and he remained as chairman until 1946 and as honorary chairman until his death in 1971.

ERLING PERSSON
H&M | Sweden

H&M founder Erling Persson began his career working for his father delivering cheese by bicycle to Stockholm restaurants. During a visit to New York in 1947, Persson marvelled at the success of retailers such as Macy's and launched a small women's clothing chain Hennes - Swedish for "hers". By 1968 Hennes had morphed into H&M with the acquisition of Swedish men's retailer Mauritz, and its stores were dotted across Scandinavia. In the 1970s the company embarked on a huge expansion program, establishing H&M as a global brand.

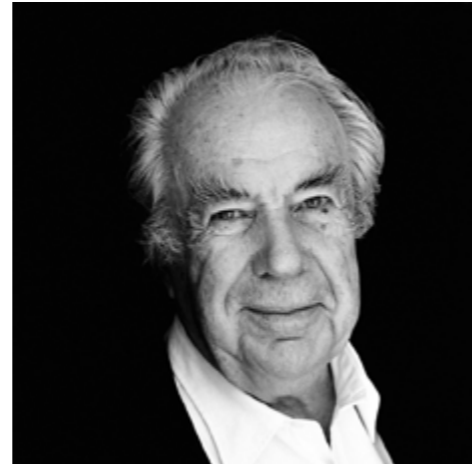
If you paid full price, you didn't get it at Barnes & Noble.
LEONARD RIGGIO | BARNES & NOBLE

FRANÇOIS PINAULT
KERING | France

François Pinault is honorary chairman of luxury-focused group Kering. In building a multi-faceted group Pinault is best known for leading PPR (now known as Kering) through a long battle over control of Gucci, which began with an attempted takeover of Gucci by LVMH, the world's largest luxury goods company. In March of 1999, Gucci asked PPR to acquire an ownership interest in Gucci to help fend off LVMH. The result was a struggle between the two richest men in France, both self-made billionaires – Pinault and Bernard Arnault, chairman of LVMH.

ALJEKANDR POMERANZEV
GUM | Russia

While not the original architect of GUM, Aljekandr Pomeranzev was behind the shopping center's rise to international prominence. Early in the 19th century, after Napoleon's march to Russia, Tsar Aleksander I issued an edict to dignify the motley market in Red Square, Moscow, but it was refurbishment to an audacious design submitted by architect Aljekandr Pomeranzev that made it famous, re-opening as GUM in 1893.



ERLING PERSSON
H&M | SWEDEN

MIUCCIA PRADA
PRADA | Italy

Miuccia Prada's grandfather, Mario, founded the family luxury leather goods company in Milan in 1913. In 1978, a reluctant Miuccia assumed the reins from her mother, having spent the previous five years studying and performing mime at Milan's Teatro Piccolo, being a paid-up member of the Communist Party and champion of women's rights. But in 1985 she designed a new line of black handbags that immediately became fashion must-haves. Grasping the international popularity of the Prada brand, she embarked on a strategy to develop Prada as an international retail brand and chain.

FEARGAL QUINN
SUPERQUINN | Ireland

In 1960, Feargal Quinn opened his first shop in Dundalk, Ireland, and, five years later, his first Dublin shop. Superquinn (as the original Quinn's Supermarket became in 1970) soon built itself a reputation for innovation.

Luxury hasn't been democratized, it's been **globalized**.
FRANÇOIS PINAULT | KERING

HENRY RACAMIER
LVMH | France

Henry Racamier, husband of Gaston Vuitton's daughter Odile, took over management of the company in 1977. Racamier had founded steel manufacturing business Stonox after the World War II and had sold it at a huge profit. Under Racamier, the company's sales soared from \$20 million in 1977 to nearly \$1 billion in 1987. Racamier recognized that the major opportunities were in retail and internationalization, so Louis Vuitton expanded its presence all over the world and Asia became the company's principal export market. In 1987, Louis Vuitton and Moët-Hennessy merged to create the world's biggest luxury goods group.

EJ RAILO
KESKO | Finland

The name Kesko was invented by managing director EJ Railo and phonetically resembles the Finnish verb for concentration (keskittyminen). Railo became president and CEO in 1946, a position he held for a decade, and expansion really started in the 1950s as the company began to turn into a major chain store group.

LEONARD RIGGIO
BARNES & NOBLE | US

The company was acquired in 1971 by Leonard Riggio, who subsequently transformed its Fifth Avenue store into "The World's Largest Bookstore". In 1975, the company became the first bookseller to discount books, offering New York Times bestsellers at 40 percent off. Riggio is the company's executive chairman.

JEAN-PIERRE LE ROCH
INTERMARCHÉ | France

Intermarché, the Société Civil des Mousquetaires, and ITM Entreprises were founded by Breton Jean-Pierre Le Roch in 1969. Le Roch had formerly owned and operated a supermarket as part of the E Leclerc supermarket cooperative. Le Roch, together with 95 other Leclerc supermarket owner-operators, decided to quit that group and Le Roch founded Intermarché, with a group identity borrowed from the Three Musketeers.

ANITA RODDICK
BODY SHOP | UK

Overtly pro-fair trade and anti-animal testing, Roddick amassed an empire of over 2,000 stores as Body Shop became an international hit. In 2005 she began stepping away from the business, pledging to give away much of her fortune to good causes, and in 2006 she sold Body Shop to L'Oréal. In February 2007 Roddick announced that she had Hepatitis C and she died later that year.

RAMÓN ARECES RODRÍGUEZ
EL CORTE INGLÉS | Spain

Ramón Areces Rodríguez was born in 1905 in Asturias and he emigrated to Cuba and worked in the forward-looking department store El Encanto, where he worked alongside José (Pepín) Fernández Rodríguez, his uncle's cousin, who would later become his business rival. Returning to Madrid he acquired a tailor's shop called El Corte Inglés. In 1940, shortly after the end of the Spanish civil war, he bought the department store El Aguila, and repositioned his business as a luxury, customer services-led retailer. It precipitated years of growth, which Rodríguez oversaw until his death in 1989.



JAMES CASH PENNEY
JC PENNEY | US



FEARGAL QUINN
SUPERQUINN | IRELAND



JEAN-PIERRE LE ROCH
INTERMARCHÉ | FRANCE

Members

JOHN JAMES SAINSBURY
SAINSBURY'S | UK

Sainsbury's was founded in 1869 by John James and Mary Ann Sainsbury. They opened their first small dairy shop on Drury Lane, one of London's poorest areas, and the shop quickly became popular for high-quality products at low prices. By 1882 Sainsbury had four shops and opened a depot in north-west London to supply his growing chain. It was also in 1882 that Sainsbury opened his first branch in the prosperous suburb of Croydon. This shop sold a wide range of premium provisions and was more elaborately decorated than the earlier shops. Between 1890 and 1900 the number of Sainsbury's branches trebled to 48 and by 1928, the year of his death, there were 128. At its modern peak Sainsbury's was the UK's biggest retailer.

VALENTIM DOS SANTOS DINIZ
CBD | Brazil

Portuguese immigrant Valentim dos Santos Diniz arrived in Brazil in 1929 and founded the Doceira Pão de Açúcar, a pastry shop, in 1948, which was to become Brazil's biggest retail group.

CLARENCE SAUNDERS
PIGGLY WIGGLY | US

Piggly Wiggly was the world's first true self-service grocery store, founded in Memphis, Tennessee, in 1916 by Clarence Saunders, who opened his first store with shopping baskets, open shelves and no clerks to shop for the customer. Piggly Wiggly lays claim to being the first retailer to provide checkout stands; price mark every item in the store; use refrigerated cases; put employees in uniforms; use patented fixtures throughout the store and franchise independent grocers to operate under the self-service method. However, Saunders and Piggly Wiggly parted company and at the time of his death in 1953 he was developing plans for a fully automated store called Foodelectric.

DIETER SCHWARZ
SCHWARZ GROUP | Germany

Taking over from his father, Josef Schwarz, Dieter set about focusing on a discount model similar to that of now great rival Aldi. He bought the rights to use the Lidl name from retired teacher Ludwig Lidl for 1,000 German marks and accelerated growth of the Lidl format from its southern German base. The company has since become known for its aggressive growth strategy and has created its own store profile, with a wider assortment and generally larger stores than Aldi. Schwarz also established a chain of Handleshof and Kaufland supermarkets in the new German states following the fall of the Berlin Wall.

GORDON SELFRIDGE
SELFRIDGES | UK

Harry Gordon Selfridge joined the retail firm Field, Leiter and Company (which became Marshall Field and Company) in 1879 and for 25 years worked his way up the commercial ladder. He was appointed a junior partner, married Rosalie Buckingham (of the Chicago Buckinghams) and amassed a personal fortune. In 1906 Selfridge traveled to London and decided to invest £400,000 building his own department store. Selfridges opened to the public in 1909 and set new standards for retailing. He enjoyed a colorful private life but during the years of the Great Depression he watched his fortune disappear. In 1941 he left Selfridges and moved from his lavish home, and in 1947 he died in straitened circumstances.

JAMES SINEGAL
COSTCO | US

James Sinegal was one of the principal founders of Costco in 1983. As CEO, he built the fledgling wholesale shopping business into the largest such organization in the United States, outpacing both Wal-Mart's Sam's Club and BJ's Wholesale. He was a protégé of Sol Price, who pioneered the concept of the warehouse store that sells high volumes of a small variety of goods and Costco's success is considered a benchmark case study in competing against Wal-Mart. Sinegal is best known for his progressive management practices, which have enabled Costco to benefit from low employee turnover and high productivity.

There are no hard times for **good ideas.**

HARRY GORDON SELFRIDGE | SELFRIDGES

“He was a servant leader, a true retail merchant, and a person who made everyone around him better. Mike was a man of the highest level of integrity steeped in humility.”

HOWARD SCHULTZ | FOUNDER AND CHAIRMAN EMERITUS STARBUCKS



Mike Ullman, who passed away in August 2024, was truly an iconic figure in not just US retail but internationally too. The World Retail Congress was honoured to be able to recognise his considerable achievements across many of the leading brand names in retailing with membership of the World Retail Hall of Fame in 2014 in Paris. His connection to the World Retail Congress went right back to the founding meeting in Barcelona in 2007 where he kindly agreed to lend his support and to give a keynote address.

Having started his career at IBM he joined Federated Department Stores in the 1980s before being recognised by the White House who appointed him as a White House Fellow focused on trade. He joined Macy's in 1988 and became CEO before joining the international travel group, DFS and oversaw its rapid expansion. DFS was acquired by LVMH and he served as an executive at the luxury group.

He is credited as being the man that saved JC Penney – twice. Mike oversaw the transformation of the giant department store business over seven years but was persuaded to come back out of retirement to take the post again and save the company after a disastrous failed turnaround strategy.

Mike's down to earth understanding of retail, the customer and people won him many admirers, including Howard Schultz the former Chairman and CEO of Starbucks who recruited him on to the Board.

In summarising Mike's character and achievement, Howard Schultz provided one of the best tributes. He said: “He was a servant leader, a true retail merchant, and a person who made everyone around him better. Mike was a man of the highest level of integrity steeped in humility. He was 'one of one.' I loved him dearly.”

INDUCTED 2014

Members

JUAN CÚNEO SOLARI AND REINALDO SOLARI

FORMER CHAIRMEN | FALABELLA
Reinaldo Solari with his nephew Juan Cúneo are acknowledged as being the key architects in taking Falabella from being a department store in Chile to Latin American giant, operating five distinct business units of: Department Stores, Home Improvement, Supermarkets, Financial Services and Real Estate across Chile, Argentina, Colombia, Uruguay, Brazil and Peru.

LEVI STRAUSS

LEVI STRAUSS | US
Born as Löb Strauss in 1847, Strauss moved to San Francisco, where the California Gold Rush was still in high gear, and the story goes that prospectors and miners, complaining about their easily torn cotton britches and pockets, gave him the idea to make a rugged overall trouser. In 1872 customer Jacob Davis told Strauss about using metal rivets in clothes and he and Strauss patented the method a year later. Levi Strauss died in 1902, at the age of 73, leaving a legacy that would help globalize denim wear.

TOSHIFUMI SUZUKI

7-ELEVEN | Japan
Toshifumi Suzuki, head of the Ito-Yokado Group of Japan, helped revolutionize his country's retail sector and introduced franchising to the Japanese retail industry in 1974, as founder of Japan's 7-Eleven convenience stores.

MARVIN TRAUB

BLOOMINGDALE'S | US
Among the legendary figures of Harvard's "class of '49" was Marvin Traub, who turned Bloomingdale's into a fashion trendsetter. Other alumni included James Burke, who built Johnson & Johnson into a household name; Peter McColough, whose Xerox Corporation spearheaded the personal computer revolution; and William Ruane, who oversaw one of the most successful mutual funds of all time. Traub spent two decades at the helm of Bloomingdale's until its takeover by Robert Campeau in 1989.

SEIJI TSUTSUMI

SEIBU | JAPAN
Over several decades Seiji Tsutsumi was the driving force behind Seibu's successful retailing operations; he formed a tie-up with Sears Roebuck, experimented with small-store formats, and internationalized the business in the final years of his tenure.

CAL TURNER JR

DOLLAR GENERAL | US
Dollar General was founded in 1955 by Cal Turner and Cal developed the expanding business, with Cal Turner Jr joining the company in 1965. He succeeded his father – himself a hugely influential figure in US retail history – and turned it into a retail sales giant.

IAN WADE

AS WATSON | Hong Kong SAR
When Ian Wade stepped down as group managing director of AS Watson at the end of 2006 he had presided over a remarkable period in the retailer's growth. Under the guidance of Wade, it made a series of large acquisitions – mainly in Europe – to become the world's largest health and beauty retailer. Among its 15,000 stores it includes Kruidvat, Marionnaud, Rossmann and Superdrug.

CHARLES WALGREEN JR

WALGREENS | US
Charles Rudolph Walgreen Jr, who died in February 2007, was the son of Charles R Walgreen, the founder of the Walgreen drug store chain, and took over the company after the death of his father in 1939. He was the president of Walgreens from 1939 until 1971, overseeing the culturally important emergence of the drug store concept in US retailing.

When a customer enters my store, forget me. **He is king.**

JOHN WANAMAKER | WANAMAKERS

SAM WALTON

WAL-MART | US
Sam Walton cut his retail teeth after purchasing a Ben Franklin variety store in Newport, Arkansas. It was here that Walton pioneered concepts such as ensuring the shelves were consistently stocked with a wide range of goods at low prices. His store stayed open later than most other stores and he developed the practice of discount merchandising by buying wholesale goods from the lowest-priced supplier. Walton located a variety store in Bentonville, Arkansas, which he opened as "Walton's Five and Dime" and over time he went on to open more Ben Franklin stores with the help of his brother, father-in-law, and brother-in-law. By 1962, Walton and his brother Bud owned 16 variety stores in Arkansas, Missouri, when the first true Wal-Mart opened in Rogers, Arkansas.

JOHN WANAMAKER

WANAMAKERS | US
John Wanamaker was one of the pioneers of the department store. Intending to open a central market like London's Royal Exchange, he converted an abandoned Pennsylvania Railroad depot into a multi-purpose store called Wanamaker's. He opened an in-store restaurant in 1876, installed electric lights in 1878, and added elevators in 1889. Trumpeted as "the largest space in the world devoted to retail selling on a single floor", the store featured 129 circular counters that ringed a central gas-lit tent to demonstrate women's ballroom fashions.

AARON MONTGOMERY WARD

MONTGOMERY WARD | US
Aaron Montgomery Ward helped create mail-order retailing and built the large mail-order house that bears his name. Ward and his partner started their business with only \$2,400 stock of goods housed in a loft and displayed in a one-page catalog, but the enterprise was immediately successful. The 1876 catalog had 150 pages, and annual sales reached \$1 million by 1888. At the time of Ward's death, annual sales were \$40 million.

GEORGE WESTON

GEORGE WESTON | Canada
George Weston, a baker's apprentice, started this family-run business in 1882 with two Toronto bread routes. Early success led to a rapid increase in the number of routes he managed and through diversification and expansion this became the forerunner to its Canadian food process and distribution business. Son Garfield built the business empire further, taking the company into the retail arena. As a result George Weston now holds a controlling stake in Loblaw Companies, Canada biggest supermarket operator. Other family interests include Associated British Foods, Fortnum & Mason, Holt Renfrew and Selfridges.



TOSHIFUMI SUZUKI
7-ELEVEN | JAPAN



MARVIN TRAUB
BLOOMINGDALE'S | US



SAM WALTON
WAL-MART | US

Members

2007 - 2024 INDUCTEES



MICHAEL GOULD
CHAIRMAN | BLOOMINGDALE'S
INDUCTED 2010



SIR PHILIP GREEN
OWNER | ARCADIA
INDUCTED 2008



MINDY GROSSMAN
FORMER CEO |
WW INTERNATIONAL
INDUCTED 2023



TOMMY HILFIGER
THE TOMMY HILFIGER GROUP
INDUCTED 2016



JEAN-PAUL AGON
CHAIRMAN | L'OREAL
INDUCTED 2024



MOHAMMED ALSHAYA
CHAIRMAN | ALSHAYA
INDUCTED 2015



ISIDORO ALVAREZ
CHAIRMAN | EL CORTE INGLÉS
INDUCTED 2011



BRAD ANDERSON
PRESIDENT & CEO | BEST BUY
INDUCTED 2009



MASATOSHI ITO
FOUNDER | ITO YOKADO
INDUCTED 2007



MICKY & RENUKA JAGTIANI
FOUNDERS | LANDMARK GROUP
INDUCTED 2017



INGVAR KAMPRAD
FOUNDER | IKEA
INDUCTED 2007



RAY KELVIN
FOUNDER & CEO | TED BAKER
INDUCTED 2014



DANIEL BERNARD
CHAIRMAN | KINGFISHER
INDUCTED 2013



DICK BOER
FORMER CEO | AHOLD DELHAIZE
INDUCTED 2019



SUDHITHAN CHIRATHIVAT
CHAIRMAN | CENTRAL GROUP
INDUCTED 2014



CHADTIP CHUTRAKUL
CEO | SIAM PIWAT
INDUCTED 2019



CATH KIDSTON
FOUNDER | CATH KIDSTON
INDUCTED 2019



MICHAEL KOK
FORMER CEO | DAIRY FARM
INDUCTED 2013



HEINZ KROGNER
GROUP CEO | ESPRIT HOLDINGS
INDUCTED 2010



LEONARD LAUDER
CHAIRMAN EMERITUS |
ESTÉE LAUDER
INDUCTED 2020



MICKEY DREXLER
PRESIDENT & CEO | J CREW
INDUCTED 2018



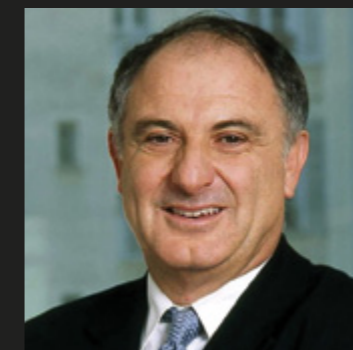
OSCAR FARINETTI
FOUNDER | EATALY
INDUCTED 2021



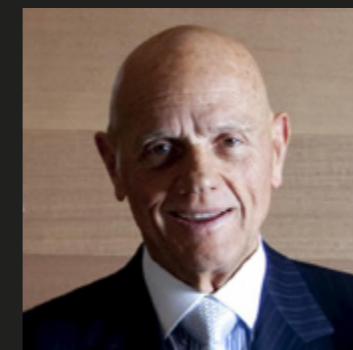
LEW FRANKFORT
CHAIRMAN | COACH
INDUCTED 2012



VICTOR & WILLIAM FUNG
CHAIRMAN & MD | LI & FUNG
INDUCTED 2009



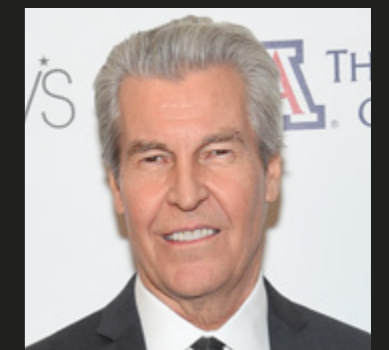
JACQUES LEVY
CEO | SEPHORA GLOBAL
INDUCTED 2009



SOLOMON LEW
CHAIRMAN | PREMIER INVESTMENTS
INDUCTED 2016



RICHARD LIU
FOUNDER | JD.COM
INDUCTED 2018



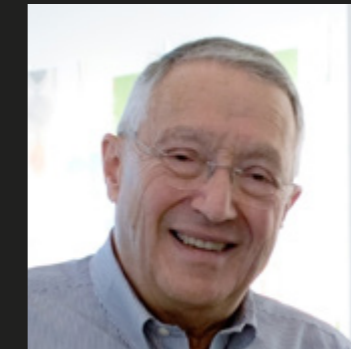
TERRY LUNDGREN
EXECUTIVE CHAIRMAN | MACY'S
INDUCTED 2017

Members

2007 - 2024 INDUCTEES



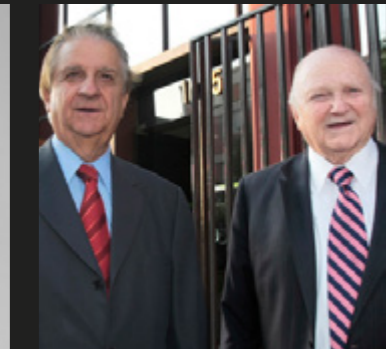
JAY SCHOTTENSTEIN
EXECUTIVE CHAIRMAN & CEO | AMERICAN EAGLE INC.
INDUCTED 2024



GORDON SEGAL
CHAIRMAN | CRATE & BARREL
INDUCTED 2007



SIR PAUL SMITH
PAUL SMITH
INDUCTED 2012



REINALDO SOLARI & JUAN CUNEO
FORMER PRESIDENTS | FALABELLA
INDUCTED 2015



JACK MA
CO-FOUNDER | ALIBABA
INDUCTED 2010



JO MALONE
FOUNDER | JO MALONE LONDON & JO LOVES
INDUCTED 2016



RODNEY MCMULLEN
CEO | KROGER
INDUCTED 2019



BS NAGESH
MD | SHOPPERS STOP
INDUCTED 2008



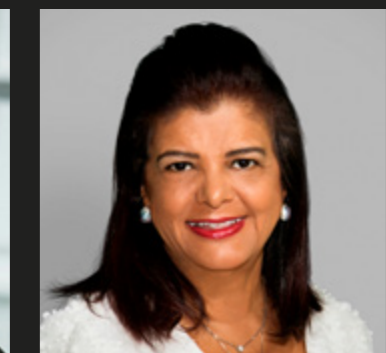
MARTHA STEWART
FOUNDER | MARTHA STEWART LIVING OPTIMEDIA
INDUCTED 2013



BURT TANSKY
FORMER CEO | NEIMAN MARCUS
INDUCTED 2011



KIP TINDELL
CHAIRMAN & CEO | THE CONTAINER STORE
INDUCTED 2015



LUIZA TRAJANO
CHAIRMAN OF THE BOARD | MAGAZINE LUIZA
INDUCTED 2018



NORDSTROM FAMILY
NORDSTROM
INDUCTED 2010



ARMANCIO ORTEGA
FOUNDER | INDITEX
INDUCTED 2008



STEFAN PERSSON
FORMER CHAIRMAN | H&M
INDUCTED 2022



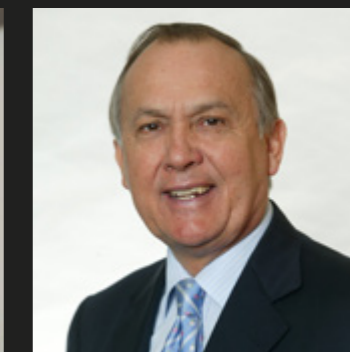
STEFANO PESSINA
EXECUTIVE CHAIRMAN | WALGREENS BOOTS ALLIANCE
INDUCTED 2018



MYRON ULLMAN
FORMER CHAIRMAN | JC PENNEY
INDUCTED 2014



SUPALUK UMPUJH
CHAIRWOMAN | THE MALL GROUP
INDUCTED 2024



DR CHRISTO WIESE
CHAIRMAN | PEPKOR & SHOPRITE
INDUCTED 2015



MARTY WIKSTROM
FORMER CEO | RICHEMONT
INDUCTED 2017



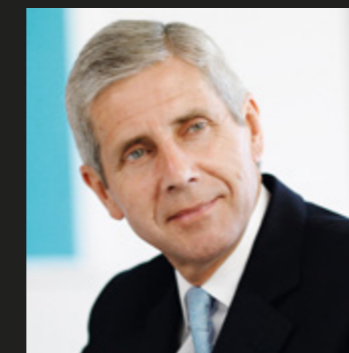
DICKSON POON
EXECUTIVE CHAIRMAN | DICKSON CONCEPTS
INDUCTED 2012



MARC PUIG
CHAIRMAN & CEO | PUIG
INDUCTED 2023



WALTER ROBB & JOHN MACKEY
FORMER CEO & FOUNDER | WHOLE FOODS GROUP
INDUCTED 2022



LORD STUART ROSE
CHAIRMAN | ASDA GROUP
INDUCTED 2012



JENNIFER WOO
CHAIRWOMAN & CEO | LANE CRAWFORD JOYCE GROUP
INDUCTED 2023



TADASHI YANAI
CHAIRMAN & CEO | FAST RETAILING
INDUCTED 2011

Members

LESLIE WEXNER
THE LIMITED | US

In 1963, after helping his parents (Russian-Jewish immigrants) run their store in a suburban Columbus, Ohio, shopping center, Leslie Wexner borrowed \$5,000 from his aunt to start "The Limited" (so named because the store focused on clothing for younger women, unlike his parents' general merchandise store). Wexner's formula for good value clothing and an aggressive expansion policy made his brands ubiquitous in US malls and built a fashion conglomerate.

Growing up, I knew you were supposed to have a profession - and **something** better than being a shopkeeper, which is what my parents were.

LES WEXNER | THE LIMITED

ROBERT WOOD
SEARS ROEBUCK | US

In 1919, former military man Robert Wood became an executive at Montgomery Ward, eventually becoming a vice-president. In 1924, he left to become vice-president of Sears, Roebuck. He became one of the most important leaders in that company's history, serving as vice-president from 1928 until 1939 and as chairman from 1939 until 1954. Under his leadership, Sears shifted the focus of its operations from mail-order sales to retail sales at large urban department stores and became one of the country's largest retailers.

FRANK WINFIELD WOOLWORTH
FW WOOLWORTH | US

Frank Winfield Woolworth opened his first Woolworth's "five-and-dime" store in Utica, New York in 1878 and, undeterred by its failure, opened a second in Lancaster, Pennsylvania. He brought his brother Charles Sumner Woolworth into the business and together they began to open more stores. In 1910, Frank Woolworth commissioned construction of the Woolworth Building in New York, which was the tallest building in the world until 1930.

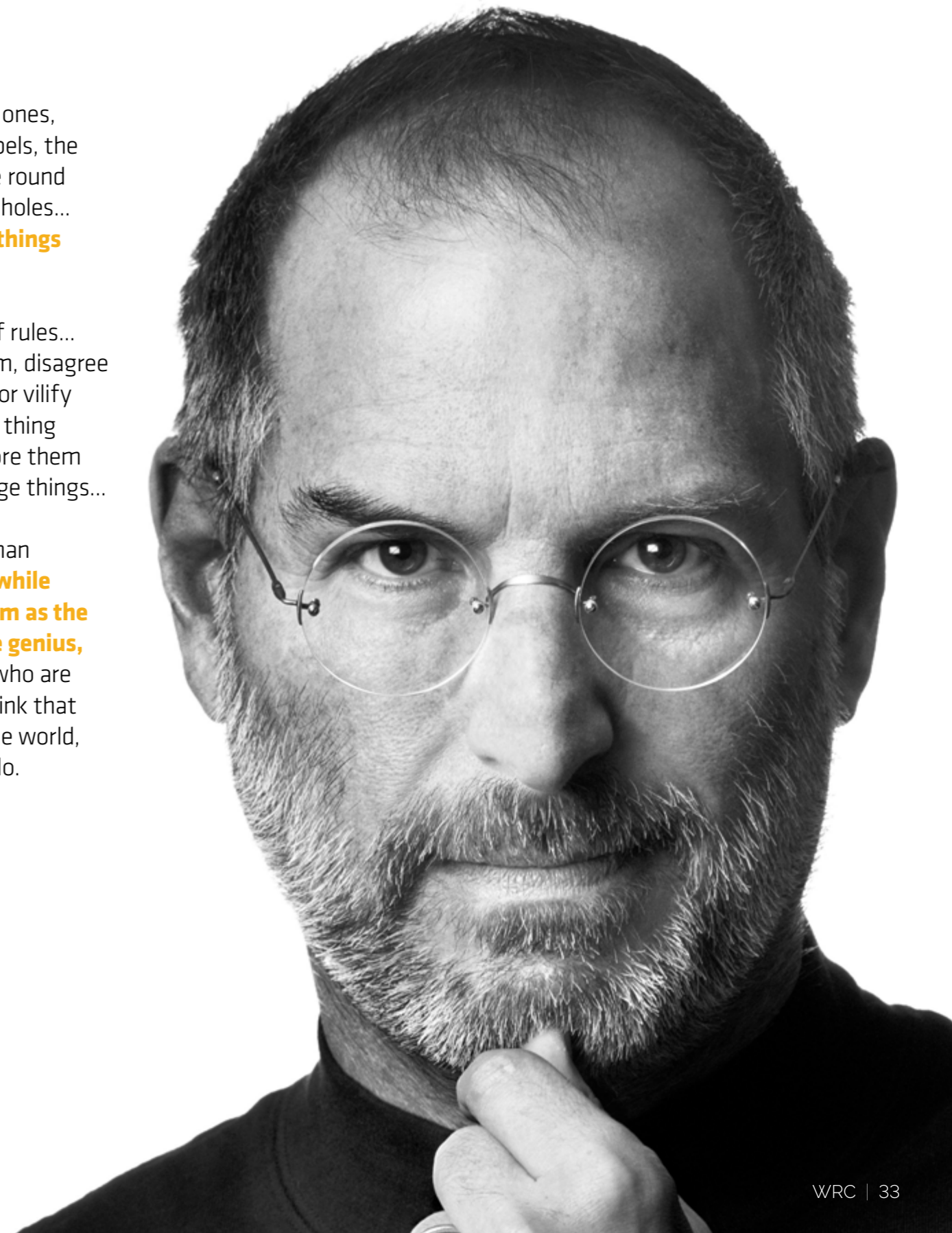
WHAT MAKES A GREAT LEADER?

Here's to the crazy ones, the misfits, the rebels, the troublemakers, the round pegs in the square holes... **the ones who see things differently.**

They're not fond of rules... You can quote them, disagree with them, glorify or vilify them, but the only thing you can't do is ignore them because they change things...

They push the human race forward, **and while some may see them as the crazy ones, we see genius,** because the ones who are crazy enough to think that they can change the world, are the ones who do.

STEVE JOBS | APPLE



Leadership

The World Retail Hall of Fame spans some 150 years and charts the evolution from the founding fathers of grand emporiums and expansionist grocery purveyors to fast-moving fashion specialists and entrepreneurial innovators carving out completely new categories.

“I’ve always had a philosophy that position doesn’t define power. Impact defines power. What impact are you making on people? What impact are you making on business.”

MINDY GROSSMAN



In contrast, it also takes in a modern day era where financial scrutiny has become so forensic that a new breed of business-agnostic chief executives is taking over from those that rose from the shop floor.

The perennial questions remain. Are great leaders born or created? In a world of unprecedented technological change has the need for a new management style emerged, or has it underpinned the need for stability and long-term-thinking? And if the consumer really is now in charge, then how do retailers adapt to the reversal in relationship?

Amazon founder and chief executive Jeff Bezos believes that too much emphasis is placed upon what is changing, and not enough on predictable and long-term fundamentals. He says: “I very frequently get the question: ‘What’s going to change in the next 10 years?’ I almost never get the question: ‘What’s not going to change in the next 10 years?’ That second question is actually the more important of the two, because you can build a business strategy around the things that are

stable in time. In our retail business, we know that customers want low prices, and I know that’s going to be true 10 years from now. They want fast delivery; they want vast selection. It’s impossible to imagine a future 10 years from now where a customer comes up and says, ‘Jeff I love Amazon; I just wish the prices were a little higher,’ [or] ‘I love Amazon; I just wish you’d deliver a little more slowly.’ Impossible. When you have something that you know is true, even over the long term, you can afford to put a lot of energy into it.”

A truism of succeeding in increasingly competitive and global marketplaces, where consumers have access not only to a vast array of products but also to price transparency, is that differentiation has become more important. Like many things attributed to the rise of the internet, such issues have been a long-term challenge for retailers.

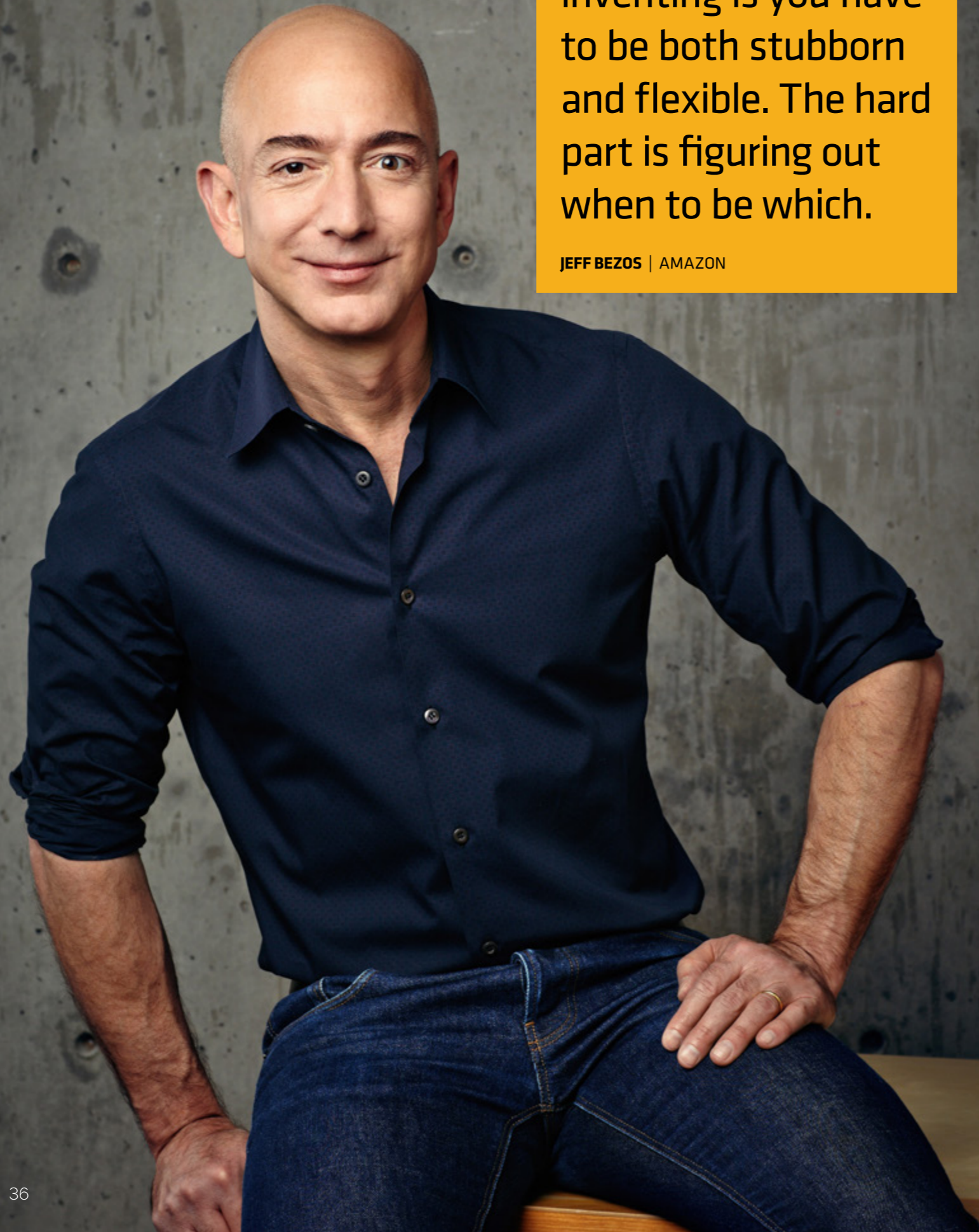
Mike Ullman III, best known for his turnaround strategy for US department store chain JC Penney, recalls: “If you look back 15-20 years, virtually every regional mall had the same four department store anchors, and virtually every department store anchor wanted the same four large vendors. This created a sea of sameness in department stores and served as

fertile ground for specialty stores to thrive by focusing on one brand and one lifestyle. However, since that time, there’s been a proliferation of specialty store concepts, which is limiting their ability to differentiate from one another.

“At the same time, there’s been a consolidation of the department store companies and those of us that had the opportunity to offer the customer something unique and differentiated have been able to earn more frequent visits, higher average purchases, and a customer base that has an appetite for more aspirational merchandise.”

It is a view echoed by former Ikea CEO Anders Dahlvig, who stresses the originality of the proposition and, although he offers up several reasons for the Swedish furniture chain’s global appeal, settles on this as the clincher. “When the first Ikea store opened in the 1950s, differentiation was at the heart of it and I would say that it is still the same,” he says. “And in each market we enter I would say that is the common factor, we bring something completely new to the consumers and that is why we have succeeded. In my opinion there is no point coming into a market with something that is similar to what is already there. And preferably you want to create something that is very difficult to copy. That, I believe, is still the secret of our success.” >>

Leadership



The thing about inventing is you have to be both stubborn and flexible. The hard part is figuring out when to be which.

JEFF BEZOS | AMAZON

Career retailer Sir Stuart Rose, best known for his tenure at Marks & Spencer, where he was charged with steadying the ship after the company had lost its direction under successive managements, also advocates the need to be one step ahead of the consumer.

“If you wait for customers to tell you that you need to do something, you’re too late,” he says. “Good business leaders should be half a step ahead of what customers want, that is they don’t actually quite know they want it. That’s what innovation’s about. With Plan A [Marks & Spencer’s world leading sustainability programme], we didn’t wait for the consumers to tell us.”

However, while stripping down to the fundamentals of what makes a retail business work reveals predominantly universal truths, management style has undoubtedly had to alter from the autocratic approach of the original retailing founders to reflect the more collaborative management approach of the current age and the recognition that shop floor workers must feel motivated and empowered.

Kip Tindell, chairman of the National Retail Federation in the US and co-founder of The Container Store, says: “It has never been easier to raise the average value of the ticket, never been harder to raise traffic. As an industry we need to do less bottom feeding of who we hire, we need to invest in their training and pay a livable wage and from that we should be able to leverage improved sales and better productivity.”

>>



Ingvar Kamrad, founder of Ikea was inducted into the Hall of Fame in 2007 but sadly died in 2018. Anders Dahlvig worked closely with him for many years and wrote this appreciation of him in 2017.

Ingvar Kamrad is a great leader and visionary. He is, interested in the detail of the construction of a chair or the position of a sales bin in the store, close to the reality of the people he meets.

But the next minute he can develop his thoughts and perspective on how and where Ikea will develop in the coming 20 years.

He sees problems and challenges as an opportunity to change and improve and believes that taking big risks and major long term investments are the way to success. In spite of his success he preaches a humble, thrifty, down to earth, hardworking and generous lifestyle. He has a deep interest and knowledge of the business and enormous intuition and common sense that guides his decisions. His warmth and humour combined with determination and demands on others, inspires loyalty, affection and motivation among colleagues and co-workers.

He has been a great inspiration and I have learnt so much from him over the almost 30 years we have known each other, including the power of setting big, challenging goals; the power of strong values to guide and

lead the business; the importance of being accessible and close to people at all levels in the organisation; that you must be interested in and know the detail of the business to understand how to develop it.

He sees that you must live as you preach to inspire loyalty and motivation in others; that listening to customers and the co-workers on the sales floor is the best source of input and knowledge, not the board rooms or consultant reports, and that success can easily lead to complacency.

Therefore in good times you must be even more focused on the fact that the journey never ends and that we can always do better!



Leadership

>>

He reflects: “Too many businesses today are based on driving prices lower by screwing over somebody: pounding suppliers or squeezing employees. We’re the opposite. We put employees first, radically. If you take care of them, they will take care of your customer better than anybody else.”

Fast Retailing’s Tadashi Yanai reflects that it is also incumbent on the management team to take the lead. “Delegating everything to subordinates, and having the top managers just stay in the back office and focus on administrative work—there are no good business managers [who are] like that,” he says. “We don’t have to take Steve Jobs as an example. Any good business manager will want to pay attention to his shop, his products, his marketing. The full commitment of a top manager is essential.

“Unless they look at the details of day-to-day operations, I don’t think you can call them real managers. People often say that the details are everything—that everything shows up in details. So, unless top managers are fully committed to paying attention to the details, I don’t think you can call such people good business managers.”

Much retail activity is now focused on technology, and Daniel Bernard, former boss of Carrefour and Kingfisher, has described omnichannel retailing as the next great revolution after the car.

Fast Retailing’s Tadashi Yanai highlights two key challenges facing any global brand today: globalization and digitalization. “I believe whoever manages to adapt to these two things will become the winner, this is the biggest challenge.”

Customer service, in the DNA

“To me, trust is the single most important thing in retail. As retailers, most of us sell products which can be found anywhere, whether that’s a mass-volume product or Chanel. So instead it’s about how we move from a transaction to a relationship, that’s always been the big challenge for our industry.

If you think in that way, then the sales associate is a leader, because they are the ones who can build the relationship with the customer, so they are not just selling them something but looking after their interests. In my time at Bloomingdale’s we really made the change when we made customer satisfaction part of every manager’s and director’s performance review. When we were able to point out to, say, the buying team, that an out-of-stock in a suburban mall might be the reason for dissatisfaction, it started to become clearer to them that it was everyone’s responsibility. That customer service was not someone else’s job.

I’m not sure leadership has changed that much, however I do feel there is less focus on the product, on differentiation and also on taking risk. Of course, the financials are imperative, but we all read the same articles saying that stores look the same. We want products and environments that make the customer go “wow.”

I learned so much from the people I worked with, I’m also a voracious reader of management strategies and I’d pick out from those the teachings of John Gardner, Peter Drucker and Nelson Mandela. It’s important to have a high level of empathy for people, and for that I’d point to my parents.”



To me, **trust** is the single most important thing in retail.

MIKE GOULD | FORMER CEO, BLOOMINGDALE’S

The common touch

Myer founder Sidney Myer was one of the first great retail philanthropists. Once his business had grown, he offered on easy terms 73,000 “staff partnership” shares of £1 each.

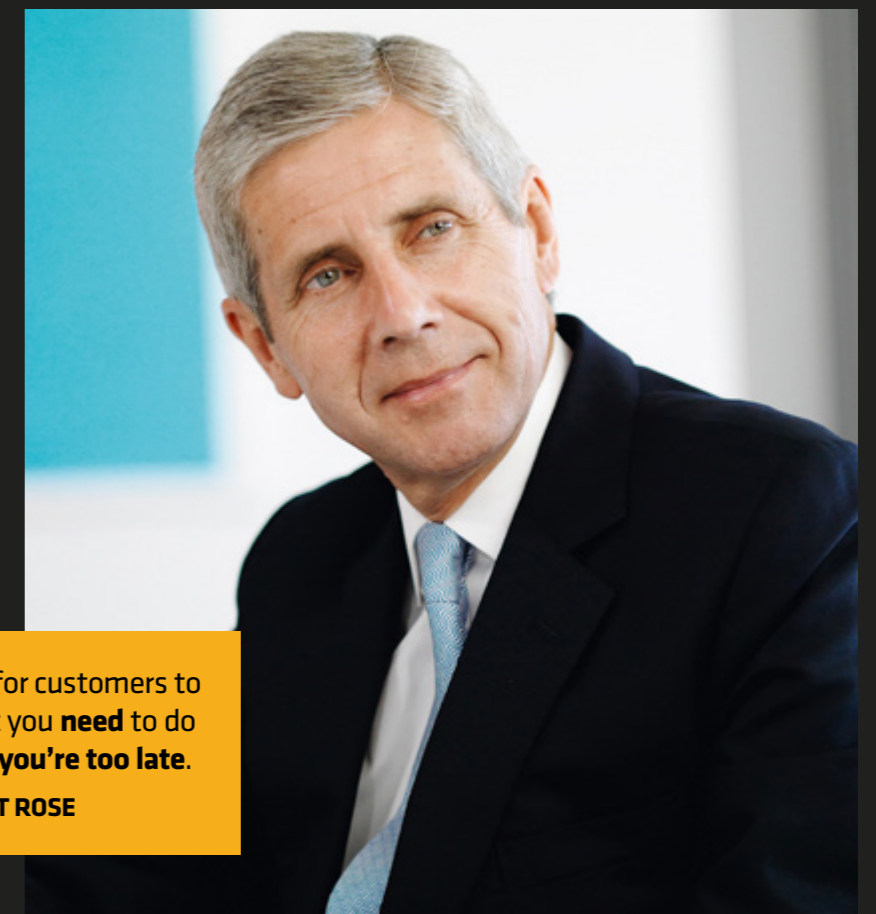
He also began distributing shares (more than 200,000, all told) among his executives and managers, according to his estimation of their merit. Increasingly, Myer looked upon his staff as a community; by 1926 they numbered over 2,000. Weary managers received paid vacations, a sick fund was instituted, holiday homes were established, and an elaborate free hospital provided in the store. Social activities included annual staff balls and picnics, football and cricket matches, a Christian Fellowship and choral society concerts in aid of charity.



SIDNEY MYER | FOUNDER

It is a great **encouragement** to continue improving our education, adapt to the **changing consumer** and effectively respond to the challenges of **globalized trade**.

ISIDORO ÁLVAREZ | EL CORTE INGLÉS
Upon his induction to the Hall of Fame



If you wait for customers to tell you that you **need** to do something, **you’re too late**.

LORD STUART ROSE

Leadership

Women and the World Retail Hall of Fame

Women's relatively small presence in the World Retail Hall of Fame is indicative of the times in which the industry developed in its early days. All of the women who are featured here went into business post-war, when the possibilities for – and expectations of – women were being transformed. They have not only reflected broader changes under way, but also helped bring about female empowerment. As such, their reach in the retail industry has been far wider than their influence on a single business.

UK-based designers Laura Ashley and Barbara Hulanicki outwardly have little in common, yet both were propelled by a desire to influence the worlds of design and female fashion, and by an uncanny knack of being in the right place at the right time. Ashley got her break when the type of headscarves she was producing from her kitchen table featured in the hit 1953 movie Roman Holiday, and in doing so created a global fashion craze. Hulanicki and her husband spotted a dilapidated store, restored it and sold out their merchandise on the day they opened up boutique Biba. Speaking recently from her Miami home, where she carved out a successful career as an interior designer after the demise of the Biba retail chain, she recalls: "People will come up to me in the street and tell me about the pieces



DAME ANITA RODDICK | BODY SHOP

in their attic. And I'll know how many buttons it has, that much detail. I know every single one of the garments."

Miuccia Prada is another to have had huge influence on her category, luxury, in part helping to invent not only the global appeal of luxury but also its wider accessibility through the growth of accessories. Born into the family's fashion business, her artistic and communist background was hardly the most obviously fertile ground for her succession and she was a reluctant recruit, yet looking back she insists:



"You cannot do something just for the money. You have to do things you believe in, and eventually you will make money."

Then there is Body Shop founder the late Dame Anita Roddick, who established her business to earn the family money while her husband set off on a six-month trip to South America. Dame Anita was able to combine fresh store designs and contemporary lifestyle products with a deeply ethical business stance, and she was an outspoken advocate on animal welfare and women's rights.

Of management she said: "Potential entrepreneurs are outsiders. They are people who imagine things as they might be, not as they are, and have the drive to change the world around them. Those are skills that business schools do not teach. It is true that there is a fine line between entrepreneurship and insanity. Crazy people see and feel things that others don't. But you have to believe that everything is possible. If you believe it, those around you will believe it too."

Creativity is so important and when I look at the retail greats, I look at people like Coco Chanel, **who made something unbelievable**, or Miuccia Prada, who changed the **whole landscape** with the product and the lifestyle.

JO MALONE | JO LOVES

The sweet smell of success

Jo Malone created the eponymous Jo Malone London, which became a global phenomenon and was eventually acquired by Estée Lauder. After a break from running her own business, Jo returned to launch the hugely successful Jo Loves.

"When I left Jo Malone, I never intended to set up another business, but I had a passion to create fragrances. What was right for the business was not necessarily right for me. I sat down and asked myself some tough questions and decided that with passion, resilience and creativity I could do it again.

It has been very different. Retail has never been so tough and had I known how challenging the first two years were going to be, I might not have done it! When we set up Jo Malone, me and my husband were young kids and we jumped at opportunities. Succeeding was not a surprise but the speed of success was. I would liken doing it again to looking through the other end of a telescope. First time round you are looking outward and no-one really notices what you are doing. Second time round the telescope is pointed at you and your tiniest mistakes and successes are very visible.

It's still hard work but second time all the doors open for you. But I didn't want to repeat what I'd done, yet the business carries forward the spirit of the person. I did feel a strong understanding of who I am, was really careful with my team building, and I also knew not to accept the first offer that came along. Also, I think I'm more demanding than 20 years ago but not frightened of mistakes, they are often an important part of success.

To me, an entrepreneur and founder is vital to the business, they are the heartbeat of their company. Personally, I feel that business, however large, must be about more than making money. That's what gives the brand power and longevity.

My business has been influenced and helped by some great retail leaders. Rose Marie Bravo took a day out in New York to counsel us on our strategy when we went to the US, and everything she said was correct. Stella McCartney, Anna Hindmarch and Isabel Ettegui are among those who have been very influential and I would say they all also live their private lives the same way they run their businesses. They are good people.



Grocery

FEEDING THE RETAIL REVOLUTION

Grocery retailers were among the first to recognize the significance of value, scale and service, and have been trailblazers in crossing borders, as the alumni of our Hall of Fame reflect.

If retail fortunes are represented by eras, then the power shift from department stores to grocery retailers in the post-war years tells its own story. As food retailing shifted in the 1950s and 1960s from independent, neighborhood stores to supermarket chains offering value, convenience and unheard-of scale, so a new powerbase emerged.

One notable thread to emerge across the world was the ruthless focus on price,

epitomized by Tesco founder Jack Cohen's mantra: "Pile it high, sell it cheap."

Yet while our alumni include the architects of mass consumerism, as most of the major grocery groups evolved they moved away from a simple price-led strategy to provide a more balanced offer including a wider range of produce, improved store environments, out-of-town locations, a mix of formats, online retailing and, in many cases, they took their proposition beyond their own borders.

The juggernaut of them all is Walmart. But while Sam Walton might have started the company and is the name most synonymous with the world's

largest retailer, it was David Glass - who joined in 1976 and succeeded the founder as CEO and president in 1988 - who helped steer the company's international growth. Glass pioneered development of the first "supercenter", which became the company's dominant retail format. Later, under Glass' leadership, Walmart became the US's largest retail company and made its first foray into international markets with an acquisition in Mexico, before he left in 2000 to become the owner and CEO of the Kansas City Royals baseball team.

"David joined Walmart at a crucial time in the company's history, bringing expertise in finance and distribution and pioneering the use of computer systems to link our stores and supply chain," recalled Rob Walton when chairman of the board of Walmart. "He established a new foundation for the company's growth, and my dad considered him to be one of the finest retail talents he had ever met."

I cannot overstate David's contribution to our company. He established a new foundation for the company's growth, and my dad considered him to be one of the finest retail talents he had ever met.

ROB WALTON ON DAVID GLASS | WALMART



In Europe, another international giant was forming at the same time as Walton was cutting his teeth in retail but at a point where he was yet to open the first Walmart.

It was 1959 when Marcel Fournier and Louis Defforey opened their first store in Annecy, France. Prompted by the threat of competition from rival Édouard Leclerc, they actually opened a smaller basement store initially, in order to beat his first proposed store in Annecy, but it was the second and larger store which offered the lowest prices and proved a huge success, and Carrefour's path to international success was set. The company pioneered larger-format stores and began international expansion in the 1970s and 1980s. >>



Jack Cohen, famed for his "Pile it high, sell it cheap" approach, founded Tesco and built the platform for the global supermarket group.

Grocery

Carrefour's great rival Édouard Leclerc's vision of retailing included offering consumers wholesale-level prices and led to numerous battles over the supply chain, anti-hypermarket measures and monopolies as he built a major retail empire in France. Born in Landerneau in Finistère, western Brittany, in 1920, Leclerc was the sixth child of 15 born to devoutly Catholic parents and abandoned studies for the priesthood in 1948, finding work with a freight forwarder at Brest.

A year later, with Fr5,000, Leclerc opened his first grocery shop, buying directly from factories and selling biscuits, oil and soaps at prices 30 percent lower than rivals. Other independent grocers were encouraged to put his name on their shops as long as they adopted his methods. During the 1950s, as the "Mouvement E Leclerc" spread, Leclerc was relentless and took on the corporate establishment, with repeated battles over the years.

Countryman Gérard Mulliez took inspiration from Leclerc and adopted his discount, self-service supermarket formula in 1967 when he opened the first Auchan hypermarket. Known as a frugal, plain-talking entrepreneur, he

came from the Mulliez family, which got its start in textiles more than 200 years previously. But by the mid-20th century, the younger generation was eager to branch out. Gérard, then 29, set up the first Auchan in an abandoned factory after becoming convinced that suburban stores with big parking lots would kill traditional downtown shopping.

Blogger Bertrand Gobin was granted a rare interview with Gérard Mulliez in 2004 and recalls that his office was unheated and furnished with a cheap desk, a few chairs, and a table with a sheet thrown over it as a dust cover.

In the UK, it was Sir John Edward "Jack" Cohen who established his first market stall in London in 1919 and created the Tesco brand name in 1924. By 1939, Cohen owned 100 Tesco stores and in 1948, inspired by the American trend for self-service supermarkets, he opened the first such shop in the UK.

Ian MacLaurin joined Tesco in 1959 as a management trainee and is widely credited with transforming Tesco from a high street player into a UK giant, overtaking Sainsbury's to become the number one supermarket in the UK. He also mentored and ultimately appointed Terry Leahy, who expanded Tesco's

overseas interests in moves which, as elements of the overseas adventure broke down, MacLaurin later came to describe as a "very sad" legacy.

Yet, despite the growing sophistication of the international grocery retailers, the market for no-frills, hard discounting has not only remained but flourished. Three names dominate: German duo Aldi and Lidl, and America's Dollar General.

As many of today's household names in grocery retailing were forming or expanding, Karl and Theo Albrecht, raised in modest circumstances by their miner father and shopkeeper mother in Schonnebeck, Germany, were also starting out. Theo completed an apprenticeship in his mother's store, while Karl worked in a delicatessen. After the war, the brothers took over their mother's business and expanded. In 1961 Karl and Theo split the business: Karl took the storefronts in southern Germany under the name Aldi Sud, as well as the rights to America, Australia and Britain; Theo got the stores in mainland Europe. Karl, a reclusive billionaire, saw his fortune continue to rise as Aldi expanded in America and overseas and when he died in July 2014 at age 94, he was the richest person in

Germany. Their reclusive nature can in part be explained by the 1971 kidnapping of Theo, who was held for 17 days until a ransom was paid.

Not far behind them, Dieter Schwarz set about focusing on a discount model similar to that of now great rival Aldi. He bought the rights to use the Lidl name from retired teacher Ludwig Lidl and accelerated growth from its southern German base. Schwarz also established a chain of Handleshof and Kaufland supermarkets in the new German states following the fall of the Berlin Wall.

Similarly, in the US, Dollar General was founded in 1955 by Cal Turner and his father James after two previous attempts to establish a retail business by James had failed. Dollar General's simple concept of a no-frills approach to retailing and no product costing more than a dollar quickly took off, and Cal Turner developed the expanding business, with Cal Turner Jr joining the company in 1965. He succeeded his father - himself a hugely influential figure in US retail history - as chairman until his retirement in 2002 and, inheriting an already-buoyant business, during his tenure he took the chain up to a 6,000 store and \$6 billion sales giant. Not only a phenomenal success, Dollar General in many ways founded the US hard discount format.



Dollar General's success speaks well as to what can happen in retailing when you partner with employees and where you have a lifelong commitment to your customers, trying to give them a better life. **It's all about family.** I urge other retailers to consider this strategy for your best performance, because **retailing is really about real-world ministry.**

CAL TURNER JR | DOLLAR GENERAL

Department Stores

GRANDEES AND GRAND EMPORIUMS

Nothing charts the rise of organized retail quite like the department store, where innovators and empire builders have created magnificent bazaars and emporiums in cities from New York to Paris.

Department stores carry some of the industry's most iconic names above their doors: Harrods, Galeries Lafayette, Saks Fifth Avenue, Bloomingdale's and Macy's to name just a few.

What has been remarkable is been the sector's resilience, surviving the rise of global specialists, the power of international brands and the advent of extraordinary technology. In doing so, a number of department stores have also confounded the notion that it is impossible to take a department store overseas. Perhaps their ability to stave off ready predictions of inevitable demise in the face of new kids on the block should be of no surprise, given that pioneers and innovators from all corners of the globe have shaped the genre's evolution.

Aristide Boucicaut created what is often credited as the original department store when he set up Le Bon Marché in 1838, but his innovations in retailing are really notable after the World's Fair in 1855, which spawned ideas such as the notion of browsing, greater advertisements, fixed prices and a catalogue. His forward thinking inspired countryman Théophile Bader, who joined his cousin in 1895, to purchase the adjacent buildings around their first store and to launch Société anonyme des Galeries Lafayette. This absorption of environs is a recurring theme among the great emporiums and Galeries Lafayette later expanded across France, and into North Africa and the Middle East.

Others chose to start with grand buildings. James Cloppenburg founded Peek & Cloppenburg and in turn his son, James Cloppenburg Jr, steered the business for 60 more years. In the second half of the 1920s, P&C provided Düsseldorf and Berlin with elegant fashions and after World War II the

company bought out competitors and expanded. Rudolph Karstadt followed a similar pattern, founding his first store Tuch-, Manufactur- und Confections-geschäft Karstadt in Wismar in 1881 but the business really came of age in 1920, when the company merged with Theodor Althoff to become Rudolph Karstadt AG. The group gradually expanded through acquisition and merger, buying mail-order business Neckermann Versand and department store chain Hertie. But in turn-of-the-century Europe it was not only the advent of multi-floor emporiums shaping this aspect of retail, but also the building of grand structures in which to house multiple stores. >>



Department Stores



Aljekandr Pomeranzev's radical, competition-winning design proposal for a 100-year-old Moscow market included spacious passageways fashioned in the "European style" from glass and metal. Construction of GUM began in 1890, taking three years to complete.

In the US some great luminaries were also cutting their teeth. In 1857, Rowland Macy opened a small fancy dry goods store in New York - RH Macy and Co pioneered the idea of advertising prices of goods in newspapers, as well as having the first in-store Santa Claus, and elaborate holiday displays. Indeed, Macy's was eventually to absorb another of the era's great pioneers. In 1876 John Wanamaker converted a Pennsylvania Railroad depot into Wanamaker's, inspired by London's Royal Exchange.

Wanamaker expanded his house brands, opened an in-store restaurant, installed

electric lights and added elevators in "the largest space in the world devoted to retail selling on a single floor".

Meanwhile, another American dynasty was forming. Brothers Joseph and Lyman Bloomingdale opened their Ladies' Notion Shop in New York in the 1860s, and in 1872 "Bloomingdale's" expanded and opened its East Side Bazaar, selling women's fashion. Like Galeries Lafayette, the original store expanded to consume its site and by 1929 Bloomingdale's covered an entire city block. Two years later the glamorous Art Deco building from which it still trades was completed. Also, like Galeries Lafayette, Bloomingdale's expanded nationally and later opened its first foreign store, in Dubai. Similarly, in 1898 James Cash Penney started with the Golden Rule stores chain and bought out owners Guy Johnson and Thomas Callahan. In 1913 he incorporated the JC Penney Company,

and Penney's stores expanded nationwide to 1,400 by 1929 and he remained as chairman of the board until 1946.

Marshall Field and partner Levi Leiter became senior partners at dry goods establishment Potter Palmer in 1865, later renamed Field, Leiter & Company, then in 1881 Marshall Field and Company. Unconditional refunds, consistent pricing and international imports are among the Field innovations as they created one of America's best-loved department stores.

Marshall Field was also instrumental in the gestation of UK store Selfridges. Harry Gordon Selfridge joined when it was still Field, Leiter and Company, and worked there for a quarter of a century, amassing a personal fortune. He opened Selfridges in 1909 and set new standards for retailing, with elegant restaurants, a library, reading



ARISTIDE BOUCICAUT
[above] founded **BON MARCHÉ RIVE GAUCHE**, the oldest department store in the world



VICTOR GRUEN
designed the first mall **[SOUTHDALÉ CENTER]**, yet came to disavow their ubiquity and similarity



SIDNEY MYER



JOHN WANAMAKER

Whenever I may be tempted to slack up and let the business run for a while on its own impetus, I picture my competitor sitting at a desk in his opposition house, thinking and thinking with the most devilish intensity and clearness, and I ask myself what I can do to be prepared for his next brilliant move.

HARRY GORDON SELFRIDGE | SELFRIDGES

and writing rooms, special reception rooms for overseas customers, and double-glazed windows. However, during the Great Depression he watched his fortune disappear and he died in straitened circumstances in 1947.

London rival Harrods owes its origins to the 1835 shop founded by Charles Henry Harrod, but it was the move from east to west London and gradual absorption of surrounding Knightsbridge buildings - in the style of Galeries Lafayette and Bloomingdale's - under the guidance of son Charles Digby which put it on the map. Charles oversaw its transformation after it was gutted by fire in 1863 and he remained at the helm until the company floated in 1889.

Hudson Bay Company in turn owes thanks to Harrods. Richard Burbidge was managing director there, introducing, among other things, its first escalator, until he was invited to run the rule over Hudson Bay Company. Burbidge's proposals saw HBC's retail operations separated from the company's fur trade and land sales. Consequently, he recommended restructuring into three distinct divisions, each with its own commissioner with specific expertise. He proposed increased salaries for managers as well as incentive commissions on net sales - to attract and retain top talent. He recommended an aggressive policy of expansion and rebuilding stores, sometimes, as in the case of Victoria and Winnipeg, proposing a complete relocation. He proposed expanding inventories at varying price points to service the growing middle class, and recommended a single visual identity for all company vehicles.

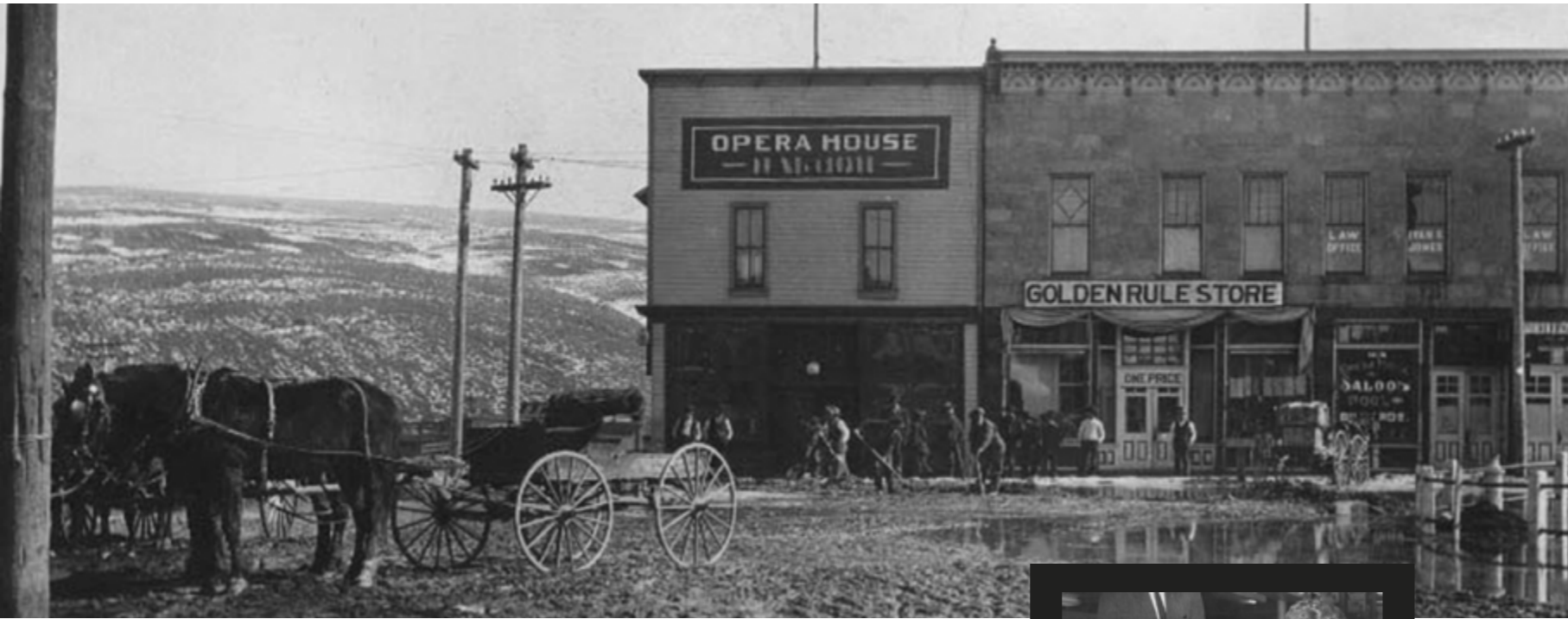
Meanwhile, Timothy Eaton set up a dry goods store in Ontario, promoting his business with ground-breaking practices: all goods had one price with no credit given, and all purchases came with a money-back guarantee. In his first advertisement he said: "We propose to sell our goods for cash only" and "In selling goods, to have only one price". Another innovation was "Money refunded if goods are not satisfactory".

But not all the action was in the northern hemisphere. George Coles opened the first GJ Coles & Co discount store in a working-class suburb of Victoria, Australia, in 1914. In 1919 he opened a much larger store with the slogan "Nothing over 2/6d" and in the 1930s the company expanded rapidly, with a strong commitment to affordable goods seeing it through the Great Depression.

Eventual partner Sidney Baerski Myer, a Russian immigrant to Australia, established the now-famous Myer Department store chain in 1911 and during the Depression of the 1930s, rather than lay off workers, all staff, including Myer, had their wages reduced.

During the same period, Fred Lazarus Jr was founding F&R Lazarus, which merged with Abraham & Straus of Brooklyn, Filene's of Boston and Bloomingdale's of New York to become Federated Department Stores, with "Mr Fred" as chairman. Under his leadership, Federated eventually became the largest department store company in the US. >>

Department Stores



Lazarus himself was enormously well connected and is credited with convincing President Roosevelt to move Thanksgiving to extend the Christmas shopping period.

In 1850, Lane Crawford was established in Hong Kong by two Scots - Thomas Lane and Ninian Crawford. Lane was one of the purchasers in 1846 of the only Chinese junk, Keying, to visit the USA and England. The original Lane Crawford flagship store was located on Des Voeux Road Central in Central, Hong Kong, and was a makeshift bamboo structure on the waterfront. Since then it has occupied a number of landmark locations in Hong Kong and by the early 1900s had stores in Shanghai, Kobe and Tokyo.

However, world wars hampered the growth of the department store sector

and it was the post-World War II era which spawned the next great generations of pioneers. Among the legendary figures of Harvard's "class of '49" was Marvin Traub, who turned Bloomingdale's into a fashion trendsetter. Traub spent two decades at its helm until its takeover by Robert Campeau in 1989, and is largely credited with making the store what it later became. His work was continued by Michael Gould, who predicated the evolution of Bloomingdale's on a ruthless pursuit of high customer services.

The post-war period also saw arguably one of the most important developments in retail history, and once more a European émigré to North America was behind it. Victor David Gruen was a commercial architect from Austria who designed the influential

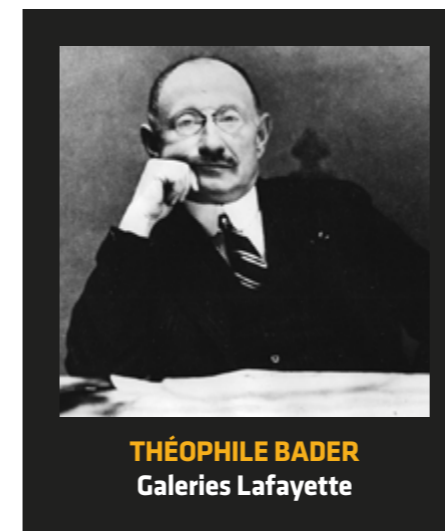


JAMES CASH PENNEY
founded **JC Penney** first as the **Golden Rules** store

Northland Center open-air mall near Detroit in 1954 and the first fully-enclosed mall, Southdale Center in Minnesota, which opened in 1956. In doing so, Gruen became responsible for the ubiquitous double-level, enclosed shopping mall, though he later bitterly disavowed the repetitive nature of mall designs across the US.



THE CEILING OF GALERIES LAFAYETTE, PARIS HAUSMANN



THÉOPHILE BADER
Galeries Lafayette



GALERIES LAFAYETTE, MARRAKECH

Fashion

A PASSION FOR FASHION

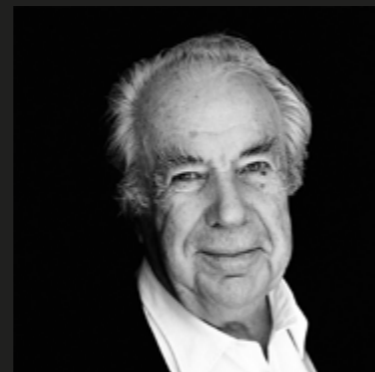
Iconic names and some of the world's greatest retailers, family dynasties and feuds have all helped shape this most stylish of sectors.

Who has bragging rights as the birthplace of global fashion retailing? Obviously, the Italians can make a good case with their international influence; the French, too, while US and more recently European retailers have done an enormous amount to make clothing affordable and available to the mass market.

Our story is told in three parts. The first includes those companies that opened up the national and then international world of textiles. The second reflects those pioneers who expanded the reach of fashion post-war, and the third covers the leaders who have made fashion the undisputed driver of international retail.

We could start in Japan in 1673, when the first Mitsukoshi kimono store opened its doors. But fashion retailing as we now know it probably dates back to 1861, when brothers Clemens and August Brenninkmeyer (C&A) opened the first C&A store. It was one of the first outlets to offer ready-to-wear items of clothing in various sizes to a broad public, and it was behind early internationalization of fashion retailing, opening in 1911 in Germany and 1922 in the UK.

At about the same time as Clemens and August were pushing ahead with C&A, Levi Strauss was in San Francisco, where the California Gold Rush was still in high gear. The story goes that prospectors and miners, complaining about their easily torn cotton britches and pockets, gave him the idea to make a rugged overall trouser. In 1872, customer Jacob Davis told Strauss about using metal rivets in clothes, and he and Strauss patented the method a year later. >>



ERLING PERSSON
founded Swedish fashion giant **H&M**, initially as womenwear store **Hennes** [above right]



Many of the greatest fashion inroads at this point were being made in the United States. In 1924, Robert Wood became vice-president of Sears, Roebuck & Co, and one of the most important leaders in that company's history, serving as vice-president from 1928 until 1939 and as chairman from 1939 until 1954. Under his leadership, Sears shifted the focus of its operations from mail-order sales to retail sales at large urban department stores, and became one of the country's largest retailers.

The US department store chain Saks Fifth Avenue began life in 1902 as a men's clothing store in Washington, DC. But our luminary is Adam Long Gimbel, one of the family who bought the store group and completely renovated its New York flagship and led it from 1925 to 1969.

Stanley Marcus joined his family business in the 1930s and became president of Neiman Marcus from 1950 to 1972 and chairman for four more years until 1976. He created the annual autumn fashion show, made his store the first to host an art exhibition and became the first to establish an annual Christmas catalog.

The third stage in the story of fashion brings us much closer to the present day and remains in the US. Co-founder Phil Knight began Nike predecessor Blue Ribbon Sports in 1964; in 1971, the famous Swoosh graphic was created and the name "Nike" was conjured for the first shoes bearing the mark. The sports shoes were a phenomenal success and in a series of landmarks, Nike signed celebrity sports endorsements with the likes of John McEnroe and Michael Jordan. In 1988, the "Just do it" tagline was introduced, and in 1990, Knight opened the first Niketown in Portland. >>

Fashion

The desire for innovation and constant improvement with which we began this project is the motivating idea which has guided us up to the present time.

LUCIANO BENETTON | BENETTON

The US has also been instrumental in creating the mid-market casualwear sector. Leslie Wexner borrowed \$5,000 from his aunt to start “The Limited” (named because the store focused on clothing for younger women, unlike his parents’ general merchandise store) and Donald George Fisher, co-founder with his wife Doris, of a little store on Ocean Avenue called Gap, whose name’s cultural purpose was to draw reference from the popular term “generation gap”. In 1974, he launched the store’s own brand and created a brand that, in its prime, was a byword for good quality, casual basics.

The US was also hugely influential for H&M founder Erling Persson, who marveled at the success of retailers such as Macy’s on a trip to New York in 1947. Upon his return he launched a small women’s clothing chain called Hennes – Swedish for “hers” – and by 1968 it became H&M.

Luciano Benetton, together with his siblings Giuliana, Gilberto and Carlo, combined in 1965 to launch the Benetton Group. Benetton hit upon a casual clothing formula with global appeal. Another European icon, Laura Ashley, began to expand its stores in the 1960s, and internationalization came in the 1970s as Laura Ashley defined a fashion and homewares style that would have influence around the world. Ashley died in 1985, just two months before the company became publicly listed.

The growth in global fashion has not been without its controversies. François Pinault, now honorary chairman of Kering, was engaged in a long battle with LVMH over control of Gucci. The result was a struggle between two of the richest men in France, both self-made billionaires – Pinault and Bernard Arnault, chairman and CEO of LVMH. Gucci is now part of the Kering stable of brands.

Henry Racamier, husband of Gaston Vuitton’s daughter Odile, took over management of LVMH in 1977 and under him the company’s sales soared from \$20 million to nearly \$1 billion in 1987. Racamier recognized that the

major opportunities were in retail and internationalization, so Louis Vuitton expanded all over the world, and Asia became the company’s principal export market. Under Racamier, Louis Vuitton began to acquire high-quality brands such as Givenchy and Veuve Cliquot, and merged with Moët-Hennessy to create the world’s biggest luxury goods group.

Away from luxury, the international phenomenon of retail in recent years has been fast fashion, often led by entrepreneurs with global ambitions. Brands such as Gap, J Crew, Zara and Topshop have transformed business models – and customers’ expectations.

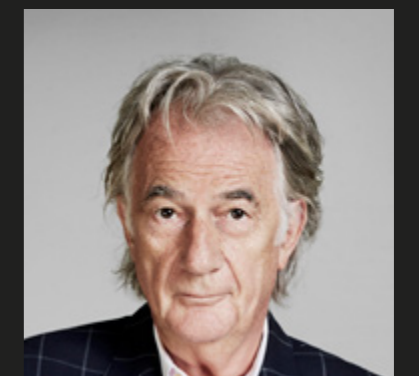
Fast and affordable fashion has translated across national and international markets. Fast Retailing’s Tadashi Yanai introduced the concept to Japan and has since exported it across the globe, while the publicity-shy Amancio Ortega continues to run the Inditex group from his Coruna estate in northern Spain, having created perhaps the most successful international fashion franchise of all time and having revolutionized the concept of seasons and speed to market.

I think the key to success is vision that adjusts on the way, but doesn’t at all falter. It’s about not compromising and following your gut to a certain degree, based on knowledge, instinct.

MICKEY DREXLER



GIORGIO ARMANI



SIR PAUL SMITH



TADASHI YANAI

Lifestyle

HEALTH, WEALTH AND LIVING WELL

Many of those in the Hall of Fame helped shape the way we live, whether that is through health and beauty, lifestyle products or technology.

As the worlds of health and beauty developed, the desire for respected and trusted brands lent itself well to the chain retail sector, and around the world, names like Boots and Walgreens would eventually become ubiquitous.

Jesse Boot transformed his mother's small herbal store into one of the world's most readily recognized pharmacy retail brands. Boot built up the brand from a single store in Nottingham, in the UK, to a national network by 1900. He sold the business in 1920, by which time "Boots" had hundreds of stores and its own manufacturing division.

Frenchman Dominique Mandonnaud, frustrated by the counter-service culture of the beauty sector, opened the-then revolutionary Shop 8 in 1979, grouping products by type instead of brand and making them available to try. In the early 1990s the business bought a chain of stores called Sephora from Boots, to which Mandonnaud applied the self-serve concept and expanded throughout France.

Perhaps the first retailer to wear ethics on its sleeve, Body Shop was founded in 1976 by Dame Anita Roddick with a range of brightly colored, feel-good health and beauty products. Overtly pro-fair trade and anti-animal testing, Dame Anita's empire appealed for both its freshness of approach and its ethical stance. Body Shop was an international hit, with thousands of stores. In 2005, she began stepping away from the business, pledging to give away much of her fortune to good causes, and in 2006 she sold Body Shop to L'Oréal in a move criticized as being at odds with her business ethos. In February 2007, Dame Anita announced that she was a long-term sufferer of Hepatitis C, and she died in September of the same year.

Charles Rudolph Walgreen Jr, who also died in 2007, was the son of Charles R Walgreen, the founder of the Walgreens drug store chain, and took over the company after the death of his father in 1939. President of Walgreens from 1939 until 1971, he oversaw the culturally important emergence of the drug store concept in US retailing. As head of the company he increased the profit and the size of the drug store and introduced new product lines. Walgreens later merged with the UK's Boots to create a global retailing superpower.



John Ewald led Avon as it enjoyed the post-war boom

John Ewald went to work for Avon's predecessor, the California Perfume Company, while he was still in high school. He became a full-time employee in its New York office in 1920 and was chairman from 1962 to 1967, and continued as a director until his retirement. Ewald oversaw 23 years of consecutive growth during the company's golden years, as Avon became a direct sales phenomenon and is credited famous for the "Avon Calling" slogan.

Another to have reshaped the health and beauty industry is Ian Wade, who stepped down as group managing director of AS Watson at the end of 2006. Under his guidance, AS Watson has made a series of large acquisitions – mainly in Europe – to become the world's largest health and beauty retailer. Among its 15,000 stores are Kruidvat, Marionnaud, Rossmann and Superdrug.

Some of our inductees have had the foresight to recognize important shifts in the way that people want to live. Michael Otto was at the helm of the world's largest mail order company until 2007 and now chairs the supervisory board. The family also owns more than 50 percent of home furnishings chain and US retail superstar Crate & Barrel.

Our passion for product is what started Crate and Barrel. And it will always be what moves us forward.

GORDON SEGAL | CRATE & BARREL

Otto joined the company in 1971 and is credited with turning Otto into a fully multi-channel retailer to rival the likes of Amazon.

Crate & Barrel is run by one of our 2007 Hall of Fame inductees, Gordon Segal, who founded Crate & Barrel in 1962 with wife Carole on Wells Street in the then-bohemian Old Town neighborhood of Chicago. The first store opened in response to a flourishing of world trade in home furnishings due to the 1962 Kennedy Agreements. The Segals sought out small European companies that were not represented in America and negotiated direct purchases from these factories that could be sold to the consumer without a wholesaler's markup. A large proportion of Crate & Barrel's products are still direct imports from Europe, though Thai, Mexican and Indian glass and textiles can also be found in its stores. The Segals derived the company name from the materials that they originally used to display items in their Chicago store: they turned over the crates and barrels that the merchandise came in, and stacked up the china and glass on top of them. This helped emphasize their strongest selling point: that their products were direct imports.

The growing obsession with the home was also exploited by fellow American Arthur Blank, who co-founded DIY retail giant Home Depot in 1978 with Bernard Marcus after the pair were fired from Handy Dan Improvement Center in the same year. They created what remains the world's biggest home improvement retailer. Blank and Marcus spearheaded a company that made big box DIY, warehouse-style retailing its own, with a model that has been copied the world over.

Then there is Polish immigrant to Brazil Samuel Klein, who began by selling table and bed linen from a handcart more than 50 years ago. Casas Bahia now operates over 550 stores, serving a low-income consumer base in Brazil which might otherwise struggle to purchase from an established retail network. Just a fraction of sales are paid for in full at time of purchase, with most paid for on credit or through the stores' own financing options.

Borders bookstore was founded in Michigan by brothers Tom and Louis Borders. The Borders brothers' inventory system tailored each store's offerings to its community. Former Hickory Farms president Robert DiRomualdo was hired in 1989 to expand the company, and led extraordinary growth during the 1990s by diversifying into music sales, adding coffee shops and alcohol sales into the stores and making book stores cool places to meet friends.

Yet in our Hall of Fame, none has had the same impact on lifestyle as Martha Stewart, who has become an American phenomenon and for whom not even a five-month spell in prison for financial misdemeanors could dent her crown as the country's stylish-living guru. The media-savvy homemaking advocate produced a major line of products for Kmart as her business empire expanded in the early part of the 2000s, and she became the company's commercial spokeswoman. She went on to strike a major five-year deal with Macy's, and launched a line of Martha Stewart homewares branded products in autumn 2007. Stewart's business incorporates books, television programmes and even houses branded with her name.



DR. MICHAEL OTTO
OTTO



DAME ANITA RODDICK
BODY SHOP



MARTHA STEWART
LIFESTYLE QUEEN

EVOLUTION OF RETAIL



AI Generated

Shopper As Hunter Gather
Pre-History

Neolithic Shopper
8000 - 2000 BC

Early Trading & Money
2000 BC - 1600 AD

Mass Production
1700 - 1900

Modern Shopping
20th & 21st Centuries

Store as a Medium
Today & Tomorrow



CAVE MAN

40,000 years ago



Animal Skin

CAVE PAINTINGS

Cave paintings show that people in that time period planned out hunts, had a sense of self image and self-importance, communicated abstract concepts, had the beginnings of a mythology.

NEOLITHIC PERIOD

8000 to 2000 BC



Abacus

ORIGINS OF AGRICULTURE

The main advantage of agriculture, is that it allows you to grow food, while you stay in a permanent place. Together with livestock, agriculture makes hunting unnecessary. That allowed the appearance of permanent settlements.

Balance Scales

Cuneiform Tablet

Market

Shelf

EARLY TRADING & MONEY

2000 BC to 1600



Cowrie Shell

Paper Money

Coin

Greek Agora

Mirror

Algorithm

Foire Saint-Germain

The Rialto Bridge

Signage

Ledger

The Royal Exchange

In-Store Graphic

1454: PRINTING PRESS

The invention of the printing press allowed the common masses to interpret the Bible themselves, leading to the Reformation. Likewise by being able to create multiple copies of letters, books and bulletins, many more people became aware of everything politic, exploratory and more, much more quickly.

18TH AND 19TH CENTURY

1700 to 1900



1814: LOCOMOTIVE

George Stephenson was the inventor of the first commercially successful locomotive and is considered the "Father of the Railways."

Cash Register

Vending Machine

Mannequin

Telephone

Retail Advertising

Galleria Vittorio Emanuele II

Soda Fountain

Pneumatic Tube Transport System

Denim

Catalog

Elevator

Refrigeration

Sewing Machine

Display Window

Doorbell

Price Tag

Gas Light

Chalkboard

Chain Store

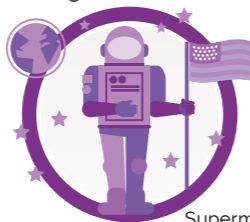
Galleries du Bois

Pocket Balance

Department Store

20TH AND 21ST CENTURY

1901 to Now



1880: LIGHTING BULB

Thomas Edison produced a 16-watt lightbulb that lasted 1,500 hours.

Receipt

Visual Merchandising

Coupon

Sears Catalog

Bottle

Campbell's Soup

Supermarket

Escalator

Air Conditioning

Clothes Hanger

Float & Armored Glass

Selfridges' Lavatory

Allen Key

Neon Lighting

Shopping Bag

Delivery Van

Calculator

Checkout

Conveyor Belt

Shopping Center

Tannoy

Retail Brand

ATM Machine

Aluminum Can

Cash & Carry

Bubble Wrap

Artificial Intelligence

Shipping Container

Southdale Center

Forklift Truck

Barcode

Tetra Pak

Shannon Airport

Credit Card

Computer

Discount Store

Specialty Stores

Pallet

Ration Book

Fluorescent Tube

High Street

Shopping Trolley

Price Gun

Avoska Shopping Bag

Kvass Barrel

Aeroplane

1969: MOON LANDING

The Space Race sparked unprecedented increases in spending on education and pure research, which accelerated scientific advancements and led to beneficial spin-off technologies.

1981: PC LAUNCHED BY IBM

Featuring Intel 8088 processor.

Hypermarket

Chatbots

Intel Chip

RFID Technology

EAS Security System

Planogram

Loyalty Card

Internet

Chip & Pin

QR Code

Alipay

Amazon Prime

Smartphone

Shopping Festivals

STORE AS A MEDIUM

The Future



6

THE EVOLUTION OF RETAIL

The history of retailing is one of constant evolution. This should be no surprise since it is a truism that successful retailing must always mirror the society it serves. Indeed, to know retailing is to understand how societies around the world have themselves evolved.

Every social and commercial development, discovery and invention, both incremental and revolutionary, historical and contemporary has contributed to this evolutionary process, for shopping simply reflects us, as we would be – from caveman to internet consumer.

Sometimes this evolution has been slow and methodical, at other times uncomfortably rapid. Changes in the shopping landscape over the last 150 years, for example, have been more transformative, than during the previous 1,500! But fast or slow, this process of change is relentless and evidenced since the very beginning of mankind by five significant periods. But how best to frame a history of retailing? We have chosen 101 objects and placed them chronologically within five broad time periods.

Constant change is the very nature of retailing, made manifest by the objects invented or embraced by retailing to facilitate, improve and deliver an appropriate shopping experience to society, which is itself the mantra of this change. "Lock up a department store today, reopen it in 100 years' time and you will have a ready-made museum!" claimed Andy Warhol 50 years ago. That is as true today as when he said it – the question is, will there even be department stores in 50 years' time? Maybe not, but shopping and retail objects – always!



SHOPPER AS HUNTER GATHERER

Firstly, during the long and steady evolution of mankind, we humans have been genetically engineered, hard wired to find and acquire, beginning with us foraging and scavenging as hunter/gatherer societies for the very means of existence; then evolving from the hunting and gathering of simple 'needs' to more complicated gathering strategies for 'wants'. This anthropological model has been carried down through the ages and remains the template for men and women shopping today – ignored at the seller's risk!

Pre-history

Cave Man



NEOLITHIC SHOPPER

The innovations in, and subsequent formalization of agriculture during the Neolithic Period, some 8,000 years ago, provide the platform for the second evolutionary and giant step for humanity and shopping.

Once hunter/gatherer societies became efficient, settled agriculturists, developing agri tools, domesticating animals etc., then resources could be employed outside of a survival agenda and humankind could move on to produce surpluses for sale or exchange. This, in turn, generated an infrastructure of distribution and trading centers from which a merchant class emerged. That process which today we call product specialization, supply chain and globalization had begun.

8000 to 2000 BC

Neolithic Period

MONEY

Trade (the production and distribution of agricultural produce and made goods) in the then developing world, grew rapidly. Much of this trade was conducted by the barter system, but as a greater diversity of goods became available and therefore tradable, another value method was needed. Hence the introduction of 'money' which in its various forms is the foundation for our third retail era. Money in the form of coins, beads, shells or cuneiform and much else, became the recognized liquidity fueling trade and the subsequent shopping experience. And it is money, as a universal medium of exchange, which has evolved as the oxygen of the entire retail experience.



2000 BC to 1600

Early Trading



MASS PRODUCTION

The inventions, innovations and entrepreneurship of the Industrial Revolution in the two centuries between 1700 and 1900 had a profound effect on the social and retail landscape, transforming it forever. industrialization brought into existence inexpensive, mass-produced commodities and products, previously unavailable to a majority. The distribution of these new products required a new retail approach, which brought into existence speciality shops, urban galleria and department stores.

As the new specialized, better-organized retail formats emerged, steadily replacing the informal market trader, these new 'shopkeepers' as they became known, employed shop fronts with their proprietor's name above the door – trust and brand identity had been born.

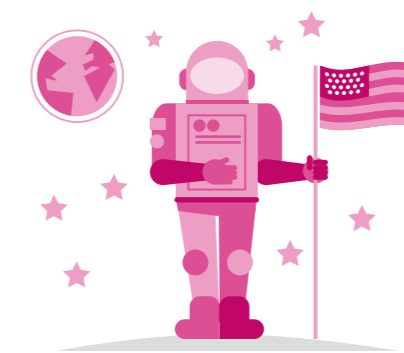
1700 to 1900

18th and 19th Centuries

MODERN SHOPPING

In the great sweep of social and retail history, the 'modern' shopping experience can be said to have commenced with the appearance of the department store in the middle of the 19th century. For the first time, thousands of disparate goods could be gathered together and shopped for at a single destination. Early forms of entertainment and hospitality were woven into the format so that shopping as a leisure activity became a part of the shopping experience. Since then the format has followed format – from department store to supermarket to shopping center and hypermarket with much else in between.

And now, online and digital shopping enabled by the internet which will utterly transform the retail landscape and dramatically change the citizen consumers role within it.



1901 to NOW

20th and 21st Centuries

STORE AS A MEDIUM

Digital signage is just the start of what it means to unlock the physical store's full potential as a media channel. The store can now become a powerful storytelling platform.

The Store as a Medium can transform shelves and screens into immersive communication tools, building trust and elevating brand value. The store becomes a high-impact marketing channel – one where brands will know their stories are being told in the right place, at the right time, to the right audience.

nCountR™ can unlock data-driven, measurable promotions and campaigns that help the store become the most important communication channel for brands and retailers to interact with shoppers. These experiences can create engagement in stores that digital ads alone simply can't replicate, driving loyalty, retention, and long-term sales growth.



The Future

OBJECT 1

ANIMAL SKIN

Pre-History 40,000 Years Ago



Animal skins are used to create a wide range of consumer products today, but in earlier times they played a more vital role in the facilitation of commerce. Animal skins created great wealth and fuelled the development and growth of one of the world's greatest retailers and most recognizable luxury brands.

Mankind has made extensive use of animal skins throughout history for all manner of clothing and shelter and to create a wide range of products. Animal skins were essential for much of man's existence and very survival which in turn made them extremely valuable to early peoples. Animal skins often served as a form of crude currency that could be exchanged for other goods. In some cases, animal skins such as deer hide were refined into a type of currency that preceded the development of paper money.

Over time, the utility of animal skins as a form of currency waned, but they gained greater relevance to society as symbols of wealth and status and a raw material for mass-produced consumer goods. New processes and manufacturing techniques allowed animal skins to be transformed into a wide range of consumer products prized for their durability, texture and versatility. Animal skins also fueled the development of global luxury brands for which manufacturers were able to command premium prices.

Animal skins long ago ceased playing a role as an instrument of trade or currency, but they remain highly prized throughout the world - so much so that extreme measures are now taken to protect select species threatened with extinction.

Advancements in the development of synthetic animal hides have made them indistinguishable from the real thing and a viable alternative in many cases.



Contribution to Retail History

As an early form of crude currency, animal skins were vital to man's existence and evolved to become a status symbol as well as a raw material for various goods. The harvesting of animal skins, also known as the fur trade, became a lucrative business across continents and also led to the formation of the Hudson's Bay Company in 1670. By the mid-19th century, Hudson's Bay, which controlled fur trading for centuries, amassed vast wealth and transitioned into retail business eventually becoming one of the largest and most influential retail businesses.



OBJECT 2

ABACUS



Neolithic Shopper 8000 to 2000 BC

Traders have always needed counting boards of some kind. The earliest versions, which predated the abacus, would have been used by traders at markets. Traders drew lines in the sand with their fingers or a stylus of some kind. They would then place pebbles between those lines to represent numbers.



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The Abacus - or counting frame - evolved from ancient times, through to the Middle Ages and Modern Times. In 500 BC the early counting boards included The Salamis Tablet, the Roman Calculi and the hand-abacus. The Roman hand abacus was often made from stone and metal.

In the Middle Ages came the Apices, the coin-board, and the line-board, which date from 5 AD to around 1400 AD.

Most were made from wood, and originally the beads on which you counted ran vertically. By the time the system had evolved to line-boards, the columns ran horizontally.

From 1200 AD the abacus evolved into the Chinese suan-pan, the Japanese soroban, and the Russian schoty. The classic Chinese abacus is the one we are most familiar with. It has two beads on the upper deck and five on the lower deck, and is often called the '2/5' abacus. From about 1850 this was replaced with the '1/5' abacus, with one bead on the top deck and five beads on the bottom deck.

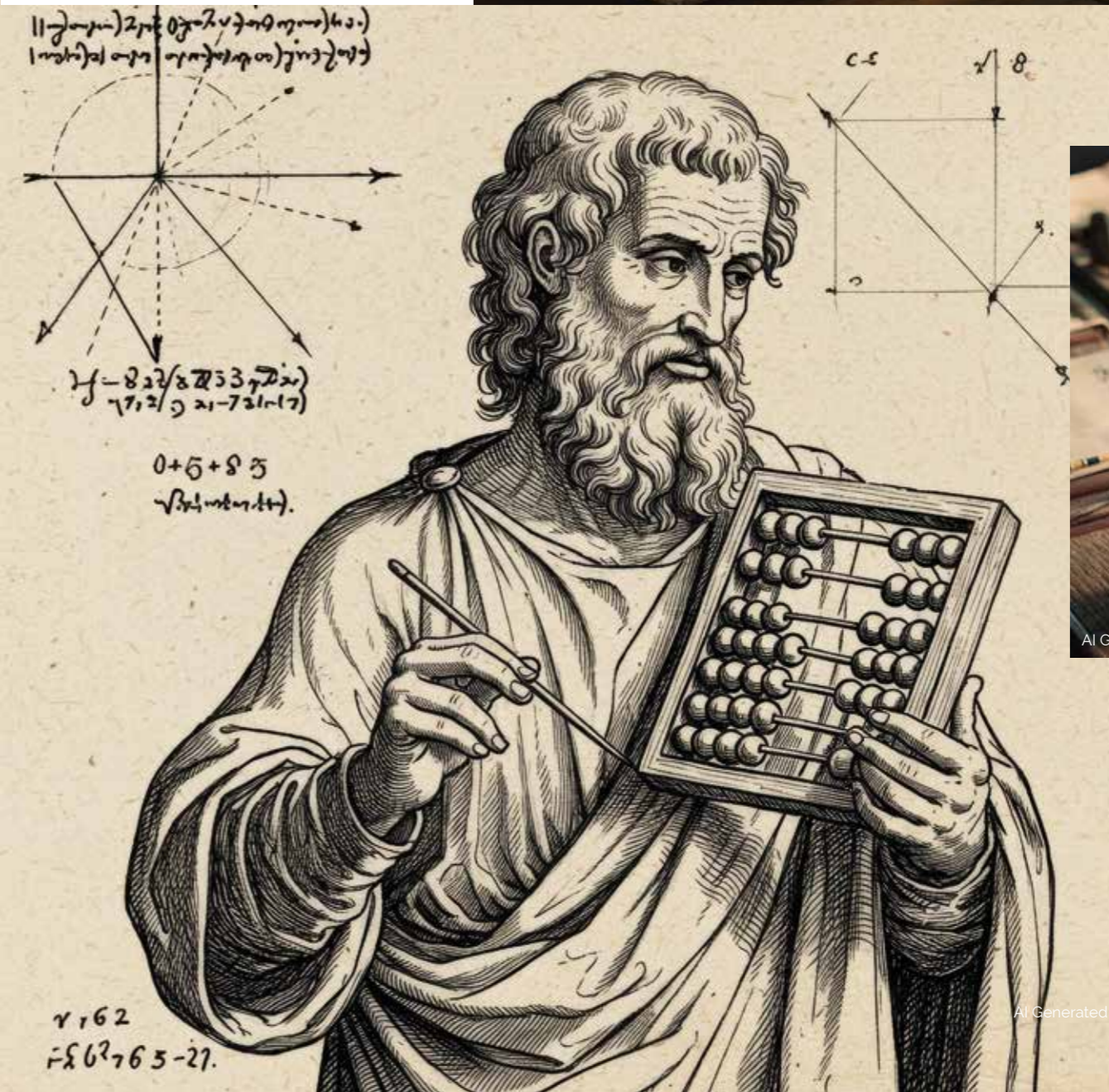
The Chinese abacus was further adapted by Lee Kai-Chen, and by 1958 the 'new' abacus could be found in use, complete with an instruction book. It has more decks top and bottom combining the '1/4' soroban model and the '2/5' suan-pan style. Kai-Chen said it was a "Revolution of Chinese Calculators".

Contribution to Retail History

The abacus, or beads on a board, provided an easier and more sophisticated retail transaction methodology and was actually the bridge from pebbles, twigs and lines in the sand to the first calculator. The abacus simplified the mathematical process for merchants and traders and was used for about 3,600 years until the first mechanical calculator appeared in 1642.



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OBJECT 3

BALANCE SCALES

Neolithic Shopper 8000 to 2000 BC



Balance scales were in use in Mesopotamia as early as around the year 4000 BC. They were probably derived from the principles of a yoke, whereby two equal weights would balance if suspended either side of a central beam.

Early balance scales measured relative weight (as opposed to actual weight). Measures were calculated by putting the object measured on one plate, and stones (the counterweight) on the other, until equilibrium was reached.

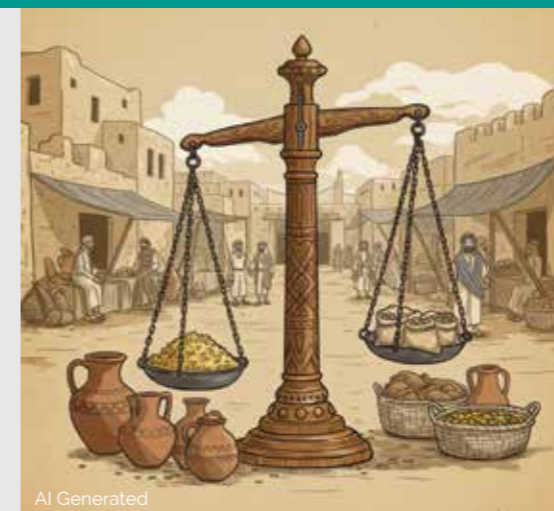
In around 1770, a way to measure absolute weight was developed by Richard Salter when he invented the spring scale. This calculated the weight of an item by measuring the pressure it registered when hung by a hook attached to the spring.

In 1897, one of the first commercial price-indicating scales was being developed in America. A weighed cursor, graduated vertically into prices per pound, was slid along a steelyard, which is a device with a short arm taking the item to be

weighed, and a long graduated arm along which a weight is moved until it balances. The price of the goods could be read off the chart at the point where balance was achieved. Slow to actually provide a reading, it failed to catch on.

From the 1940s, scales were incorporating electronic devices to make them more accurate. Today, the traditional balance scales so associated with grocers, butchers, confectioners and a myriad of other retailers, have been replaced almost entirely by digital scales. These scales not only weigh to a tenth of a gram, but by communicating with the retailer's pricing system also print labels, instantly giving the weight and associated price of each weighed purchase. Scales are also integrated into supermarket checkouts, greatly streamlining the process.

Contribution to Retail History



Scales are one of civilizations most important developments. For centuries, traders have bought and sold goods according to weight and today all trade depends on having a fair system of weights and measures controlled by law. The food we eat and many of the products we use will have been weighed and measured – probably many times – in their journey through the supply chain. Without the ability to measure weight and ascribe a value to it, commerce would not have progressed beyond the basic bartering system. Thus, the scales became the principal way of determining the cost of an item, and a cornerstone of retailing as we know it.



OBJECT 4

CUNEIFORM TABLET

Neolithic Shopper 8000 to 2000 BC



Civilization's need to write things down, make a list, keep a record, categorize data and thereby pay taxes, goes back to the earliest times. The first system of writing used to record this information (that is known to us) is called 'Cuneiform script'.



Cuneiform used pictorial symbols set out in columns on clay tablets, using a blunt reed for a stylus. The blunt reeds left a 'wedge shaped' impression, and this is where the name cuneiform comes from, the Latin for 'wedge'.

This writing system began in Sumer, in Mesopotamia, as long ago as 3300 BC. The early tablets were in their simplest form principally used for record keeping – agrarian inventories for grain, animals and equipment.

But as the ancient world increasingly urbanized, these writings took on a more commercial form and were employed to record bargains sealed, ships' cargoes, and lists of manufactured goods.

Early Sumerians used cuneiform to list the clay tokens they used to exchange and store their agricultural and manufactured goods. The clay tokens were put in clay containers and then impressed onto the sealed containers, one picture for each token inside the container. As time passed, it became a standard practice for the major cities to date documents by year, names, and their respective kings. It also became a way of calculating how much people should pay in taxes.

These early writings in turn led to their use for everyday purposes, not least in shopping. Dr Irvine Finkel, of the British Museum and noted Cuneiform scholar, has established that some of the earliest tablets he has examined are shopping lists!



Contribution to Retail History

Cuneiform tablets highlight our shopping journey from the ancient world to modern times. The shopping bag and the shopping list have survived the journey of time and civilizations. Both have been in use for millennia and whilst we have little evidence of an ancient bag, it is interesting to see from the many clay tablets that have survived, that the ancients wrote out their lists just as we do today.

MARKET



Neolithic Shopper 8000 to 2000 BC



The principle of the market is as old as civilization itself. Markets and market places are still to be found everywhere, and each country has its own traditions and customs.

In China, every neighborhood has its own little vegetable and meat market, selling local produce. These Chinese markets are a focus of activity and noise, and modern Chinese supermarkets still reflect the look and feel of these original markets with stores housing 'mini' markets and stalls within them.

In Moscow, nearly 10 per cent of all retail trade takes place in markets and indeed markets continue to occupy a special place in the hearts and minds of Russian shoppers. About half of all clothes and shoes sold in Russia are bought at markets – the prices are cheaper and sometimes the goods are newer and more plentiful than in retail outlets. Although perishable goods are also offered, grocery retailing has expanded significantly to the extent that now only about 11 per cent of all food is sold at markets.

For centuries, across every part of India, weekly Haats or 'gatherings' would see vendors gathering in market places. As towns and cities grew, small retail stores began stocking more goods, and high street bazaars

were formed where traders sold a range of goods, food, and perishables.

In 1869, the Mumbai Crawford Market could be said to be the first form of shopping center in India, then in 1874, the Hogg Market was opened in Calcutta. Now known as the New Market, it was designed by an East Indian Railways Architect, R.R. Bayne, and named after the municipal commissioner of Calcutta, Sir Stuart Hogg. The Hogg Market had a garden, a red brick Gothic clock tower and benches for shoppers to rest upon.

Just a few decades ago the majority of Indian shoppers still relied on street markets. But shopping traditions here are changing too. The street markets are still appreciated for their colorful displays and merchandise, but new shopping malls offering entertainment and experiences for all the family are also attracting many customers through their doors. Retailing is now the largest private industry in India and the second largest employer after agriculture.

Contribution to Retail History

Since ancient times and throughout the history of man, wherever roads intersected or throngs of people gathered, buyers and sellers, or peddlers, quickly created a centralized market for the exchange of goods and services. From the original souk or bazaar to flea markets to today's sophisticated urban town centers or mega malls, the market remains the center of trade and commerce, social interaction and personal satisfaction.



OBJECT 6

SHELF

Neolithic Shopper 8000 to 2000 BC

The shelf is a fundamental component of the store experience and allows retailers to display products and encourage sales, impart information and deliver promotional incentives. The type and quality of materials used in the fabrication of shelves contributes to perceptions of the retailer and the products offered for sale.



Shelves were created in ancient times out of a desire to elevate and protect valuable objects, which at the time tended to be scrolls or other types of written documents.

Advancements in printing which made the publication of books possible meant libraries needed extensive shelving for storage.

The application of shelves was readily apparent to retailers who equipped stores with horizontal surfaces to store products in back rooms and display products to customers so they could easily be retrieved by clerks.

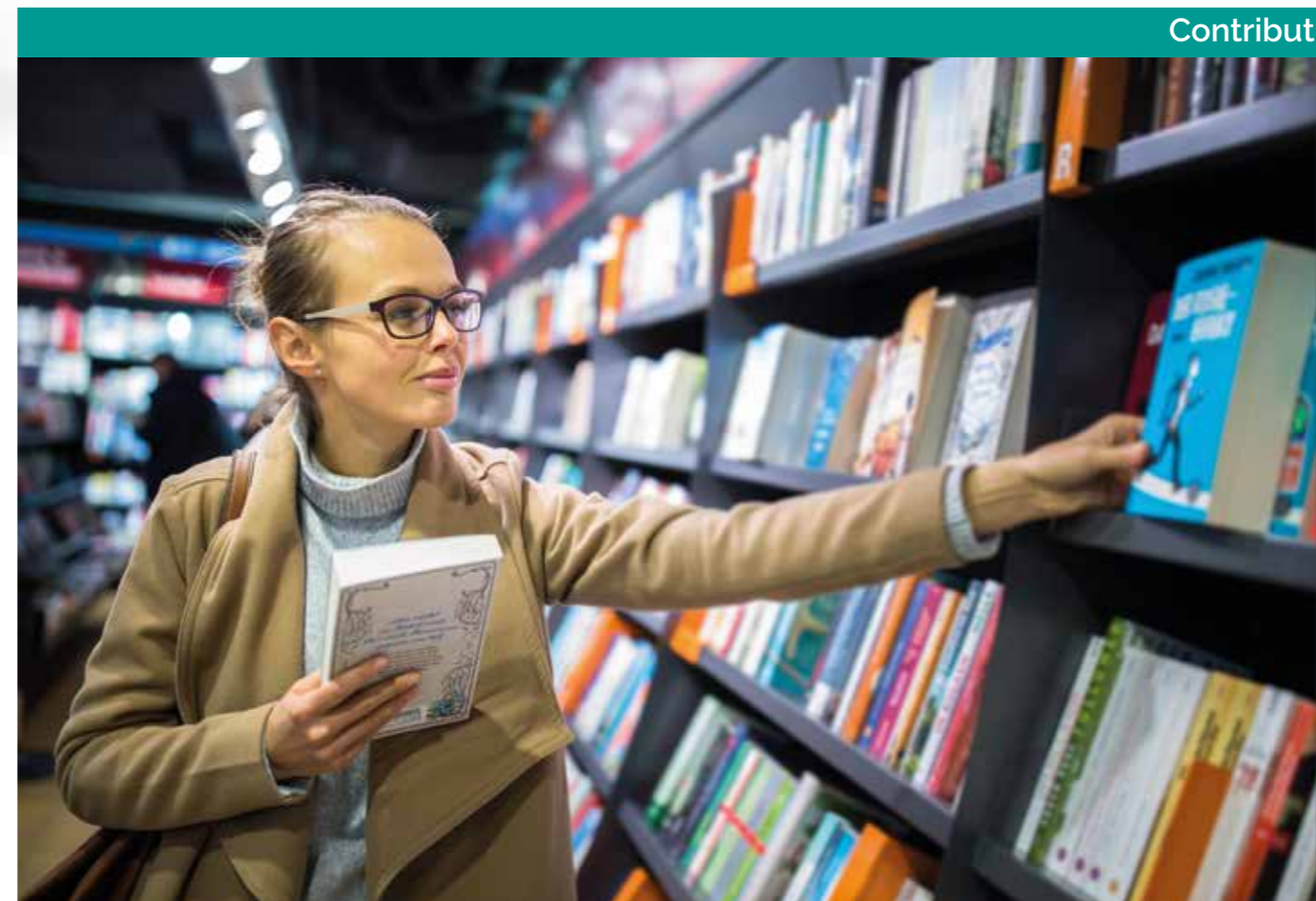
The boom years for shelves arrived with the birth of self-service shopping in department stores in the 1800s and later in supermarkets. The new approach to retail meant shoppers needed to be able to see and touch products and shelves were the solution.

Shelving materials can consist of wood, metal, glass,

plastic, stone or composite materials and come in an endless array of finishes. Shelves perform the most basic of functions within a retail environment, but the combination of materials, finishes and configurations present retailers with an infinite number of options when it comes to creatively merchandising a store.

In addition to their important contribution to merchandising, shelves play an important role in supply chain management. Different categories require specific shelving solutions which can vary widely from car batteries and cans of paint to folded shirts and delicate ceramics. Shelf design must account for the unique characteristics of each, to enable effective merchandising while providing adequate holding capacity to maintain acceptable in-stock levels based on anticipated rates of sale and the retailer's replenishment capabilities.

An amazing array of shelving is evident in the retail industry today.



Contribution to Retail History

The more products a buyer sees, the more a buyer buys. And throughout history, sellers realized this basic instinct of the retail process that they in turn would sell more products. While the shelf has evolved in terms of its material, size and configurations, and technological advancements, the fundamental purpose to maximize product assortments and sales hasn't changed. Stack it, show it, sell it is still the goal of visual merchandising and the overall store experience.



OBJECT 7

COWRIE SHELL



Early Trading & Money 1200 BC



In the earliest civilizations the concept of 'trading' was well established, but there was no equivalent to money for use in such transactions.

To get your food you would 'barter' an item such as fish, fur, clothes, decorative items, tools or even weapons. From 9000 to 6000 BC the nearest equivalent to currency was cattle.

Archaeological evidence suggests that the first widespread form of currency was introduced around 1200 BC, through the adoption of the cowrie shell as a trading 'token'. These shells shared many of the attributes of modern coins – being durable, portable, easily recognizable and hard to fake. As well as being counted out in payment, they could also be traded by weight.

The cowrie shell was indigenous to the Indian and Pacific Oceans, but its use as a trading token spread and it became the most commonly used means of payment across large parts of Asia, Africa, and some of the outer reaches of Europe. The significance of shell trading in China is evidenced by ancient

artefacts that show simplified representations of the cowrie used as part of the characters for words with economic meaning – such as money, coin and buy.

Just as with currency exchanges today, the value of the cowrie shell could fluctuate, depending on where it was being traded. For example, in some places a few cowries would buy a cow; whereas in the Maldives (where cowrie shell collecting and trading was a big business), several hundred thousands of cowries would be required in exchange for a single gold dinar.

The Portuguese, English, French and Dutch played a significant role in promoting the cowrie as a currency for commercial transactions, including using it for trading in slaves. In Western Africa, 'shell money' remained legal tender right up until the mid 19th century.



Contribution to Retail History

As the first recognized 'common currency', the cowrie shell played a vital contribution to the development of commerce and early formal retail. Non-perishable, lightweight and robust, it opened up international trade opportunities by enabling transactions to be carried out across continents and between different cultures.





OBJECT 8

PAPER MONEY

Early Trading & Money 1000 BC



The earliest paper money was used in China around 1000 BC and it was most commonly used as a letter of credit, transferred over large distances.



In the 13th century, when Genghis Khan conquered China, he quickly grasped the potential of its paper money and began using it as a currency throughout his empire. He seized people's existing supplies of gold and silver and gave them paper currency in exchange, leaving the population no option but to trade with paper money.

Although the use of paper money spread and continued for several hundred years, it was not wholeheartedly embraced. In Persia, its introduction in 1294 led to a complete collapse of trade. In the 15th century in China, the issuing of paper notes was mismanaged, leading to rapid depreciation of their value and causing inflation. As a consequence, the use of paper money in China ceased in 1455 and did not resume for many years.

Europe came far behind Asia and the Arab world in its adoption of paper money, primarily because Europe didn't have paper until around 1100 AD. The alleged first instance of the use of paper money in Europe was in Spain in 1438 during a Moorish invasion (a Spanish military leader paid his soldiers with paper).

Early on in the introduction of paper money, European governments took over its production and began printing 'official' paper money. These paper receipts were all given fixed values and people began leaving their heavy coins with merchants in exchange for them. The earliest known English goldsmith certificates were being used by 1633 as proof of ability to pay.

Nations and colonies developed their own paper money, leading to the variety of notes in use today. In 1816, governments established the 'gold standard', to ward against inflation. This tied the value of paper money to a specific amount of gold, held in the government treasuries. The US officially adopted the gold standard in 1900.

Today, not all notes are widely accepted and the average lifespan for a currency's circulation is only 39 years. The longest running paper currencies are the British pound, (introduced in 1694) and the US dollar (introduced in 1792).

Contribution to Retail History

Paper currency, which was first developed by the Chinese during the Tang Dynasty in the 7th century, marked the beginning of simplifying the payment process and making it easier, less cumbersome, and far more dependable. Produced primarily from cotton, paper money also contributed to the expansion of trade among regions and territories. With 180 recognized currencies worldwide today, paper money has recently given way to electronic transactions and the future will be greatly influenced by various digital crypto currencies.



COIN

Early Trading & Money 700 BC



In China, from around 1200 BC, the cowrie shell was used as an item of exchange – ‘shell money’. Archaeologists’ finds suggest that from 1000 BC the Chinese began to produce mock cowrie shells made of metal.

However, evidence indicates that metal coins also appeared independently of each other and these Chinese versions, at two other locations on the Eurasian continent – Lydia (now Turkey) and India between 700-600 BC. It is thought that increased trade between these locations was a trigger for the creation of coins to replace the barter system.

Bartering had two distinct disadvantages – the person wishing to ‘buy’ may not have anything the ‘seller’ wished to acquire, and even if they could agree on a trade, the haggling process was time consuming. Coins offered a solution in that they represented fixed values and could be exchanged not for their intrinsic value, but in order to change hands again in payment for some other goods.

An appreciation of the value of metals such as gold and silver had already developed. Since these metals were durable, portable and demand for them remained constant, they were a natural choice for use as a common currency. The value of a coin depended upon its weight and metal content.

The idea of using coins quickly spread to Greece, and because the early Greeks were keen traders throughout the Mediterranean, coinage spread around the region. Alexander the Great minted vast quantities of silver coins, using them to pay his armies and keep them loyal. It is believed that this significantly contributed to his ability to expand across three continents.



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Contribution to Retail History

Whether Greek, Roman or Islamic, gold or silver, hammered or milled, coins represented an inherent value that fostered trade among local tribes as well as nations. Throughout ancient and modern civilizations, coins not only represented a certain trusted value, but also a message of culture and symbolism as various images, rulers and leaders were engraved on them.



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OBJECT 10

GREEK AGORA



Early Trading & Money 600 BC

By about 600 BC all cities in Ancient Greece would have had an agora near their center.

A market place as well as a meeting place, the agora was usually a rectangular space surrounded by buildings and frequented by politicians, traders, aristocrats, scientists and slaves. Along one edge was the 'stoa', a long covered walkway with shops located in it, where more expensive items could be purchased than those found on the traders' stalls.

Farmers brought their produce to the agora and set up stalls selling meat, fish, fruits, vegetables, cheeses, eggs, honey, and wine. Cattle and grain were also traded, as were more exotic items such as gems, silks, wool, and, of course, slaves. A hive of activity, craftsmen would ply their trade and moneychangers and bankers would carry out their business. 'Shopping' at the agora was conducted by men and their household slaves, not by women.

The agora was also a focus for cultural and community activity. Political debate, theater, and musical performances would draw citizens in as they fraternized with friends and business associates. It also served as a labor exchange as employers mixed with men looking for work. Although it was a predominantly male environment, women were allowed to use the agora's public fountains to collect water.

Contribution to Retail History

Defined as the open place of assembly, the agora was the precursor to the town center and exemplified the social behavior and importance of how societies have always come together for entertainment and commercial activity.



MIRROR

Early Trading & Money 77 AD



Reflections of our own image had a magical significance in ancient cultures. In early times glass polished stones or metal were used. The Romans coated flat glass with silver or gold foil.



Justus von Liebig discovered the chemical process of coating a glass surface with metallic silver in 1835. Today, mirrors are still made by coating a thin layer of molten aluminum or silver onto the back of a plate glass in a vacuum. However, mirrors and their capabilities are still evolving.

During the Renaissance, Nuremberg and Venice became centers of excellence for mirror production but by the middle of the 17th century mirror making was practised extensively in London and Paris. The Royal Palace of Versailles had incredible mirrors in the staterooms, which created a sensation at the time.

Craftsmen such as Grinling Gibbons in the late 17th and early 18th centuries produced elaborately carved mirror frames, and Scottish brothers Robert and James Adam created ceiling-high fireplace units that used mirrors to create a special ambience.

As the 19th century progressed, mirror making became cheaper and mirrors were put into wardrobes, sideboards, and clothing retailers began installing them in and around store interiors and in changing and fitting rooms. Three-way mirrors were also introduced to help customers see themselves from different angles when trying on clothes.



Today, mirrors are taking on new dimensions as digital technology begins to extend their capabilities for retail use. For example, interactive mirrors in stores incorporate a camera which captures the customer's body dimensions and stance. Using hand gestures, the customer 'swipes' different outfits from a display menu and the mirror shows their reflection with the selected garment superimposed over their on-screen image. The digital delay mirror records the customer's reflection and outputs it on a two second delay, enabling them to see what they look like from the back.

Contribution to Retail History


The mirror is a reflection of personalization and how important this strategy has been throughout civilizations. Whether an Ancient Egyptian buyer was looking at a reflection in polished bronze or today's shopper is looking at a digital mirror that allows color and patterns to change at a click, the mirror teases the ego and influences almost every purchase decision.

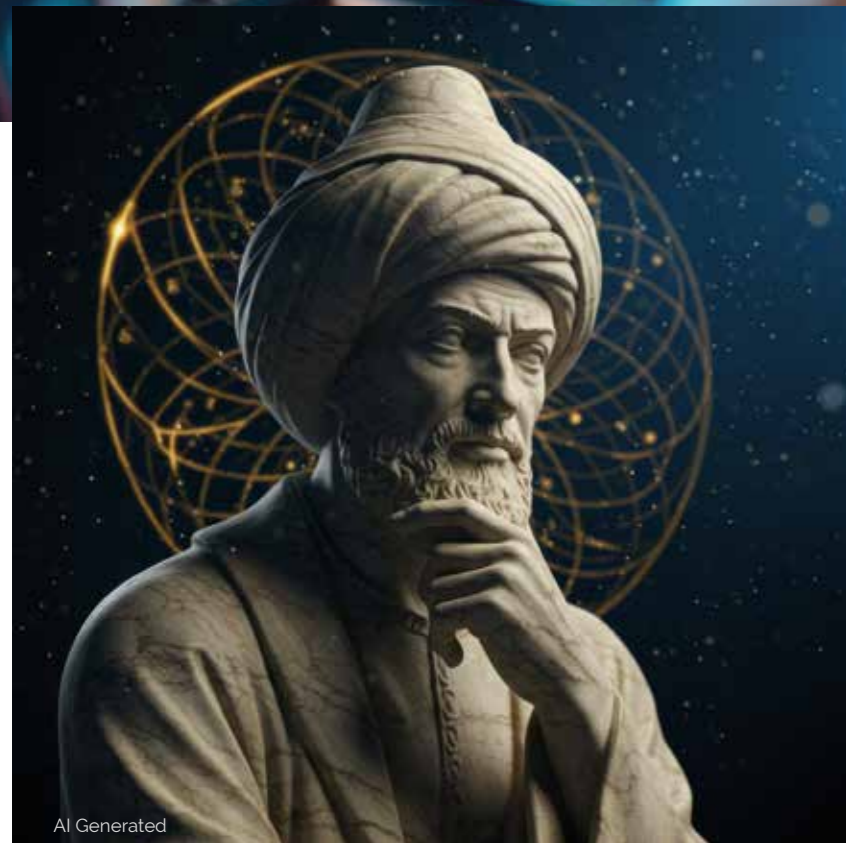


ALGORITHM

Early Trading & Money 2000 BC to 1600



 Technology is giving retailers the opportunity to better understand customer data, thereby helping to develop more appropriate and actionable strategies in products, merchandising and inventory as well as to, ultimately, drive sales.



The 9th century Persian astronomer and mathematician Muhammad ibn Musa al-Khwarizmi was responsible for the creation of the term “algorithm”, although not during his lifetime. When one of his books was translated into Latin in the 12th century, his name was translated as “Algorithmi”.

Al-Khwarizmi worked as a member of the House of Wisdom in Baghdad, in what we would call today a scientific research and teaching center. While his work on quadratic equations and in astronomy had far-reaching effects, and algorithms were used in mathematics long before the first computer flickered into life, algorithms as we now understand them actually came much later, and their use has tracked the growth in computing.

Algorithms are at the heart of computer programming, and their ability to solve problems and enhance business efficiency has been greatly

enhanced by the power and speed at which computers can now process data.

Today, algorithms have many applications, from the latest developments in computer science and Artificial Intelligence, to molecular biology and discerning consumer behavior patterns.

In business, algorithms have delivered the ability not just to process data faster, but also to model scenarios and optimize processes in order to make substantial efficiency gains. In logistics, for instance, algorithms that can work out the most efficient way to complete a delivery route can save a business not just minutes and hours, but days of work (and the associated fuel costs) each month.

In retailing, algorithms play a role in predicting demand and optimizing orders and distribution to stores according to real-world factors such as weather, historic purchase data, and the demographics of people living close to a particular store. They can even take into account holiday patterns and whether the local football team has won this week.

Analysts can now use algorithms to make sense of all sorts of big data in the form of text, numbers, picture images, video and audio. By making sense of the data they have generated in this way, researchers and managers can improve their decision making within their respective organizations.



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Contribution to Retail History

Algorithms have gone from being a helpful assistant to retailers, to being at the very heart of business success. They underpin developments in Artificial Intelligence that are driving smart business decision-making at every level, from recruitment and store site selection, to inventory optimization, pricing and marketing.

FOIRE SAINT-GERMAIN

Early Trading & Money 1176



There's been an annual fair at Foire Saint-Germain in Paris since 1176, and with fairs come trade and produce.

In 1482, Louis XI established the fairground for the benefit of the Abbey of Saint-Germain-des-Prez, located nearby. It was destroyed by fire in March 1762, but rose again from the ashes.

The fair traditionally lasted from three to five weeks and was staged around Easter. During the 1700s it opened on February 3rd and closed on Palm Sunday. All kinds of exotic acts performed: tightrope walkers, animal trainers, marionette manipulators and more.

It was also a great place for trading, bartering and 'raffling' of retail merchandise to the highest bidder, as recorded by Philip Skippon, a visitor to the Foire in the 1660s: "the place the fair is kept in, is a large square house with six or seven rows of shops, where customers play at dice when they come to buy things; the commodity is first bought, and then they play who shall pay for it. After candle-lighting is the greatest gaming, sometimes the king comes and dices..."



This account of raffling as a social pastime (although we would recognize it today more as a form of auctioning) is corroborated by another Englishman abroad, Martin Lister, who wrote in 1697:

"The great rendezvous is at night, after the play and opera are done; and raffling for all things vendible is the great diversion; no shop wanting two or three raffling boards. Monsieur, the Dauphin, and other princes of the blood come, at least once in the fair-time..."

Today the Saint-Germain market is covered and is still on part of the old fairground site, hosting antique fairs, pottery days, and festivals.

Contribution to Retail History

As the Foire Saint-Germain evolved from its original entertainment and trading format, it became a mecca for high fashion in the mid-1660s reflecting the affluent society of Paris and the reign of Louis the XIV. It also was the precursor for antiques, raffling, and night time shopping, all of which became prevalent aspects of modern retailing.



THE RIALTO BRIDGE

Early Trading & Money 1176

Recognized worldwide as an architectural icon, the Rialto Bridge in Venice is the oldest of four structures spanning the ancient city's Grand Canal. Construction of the bridge was necessitated by the popularity of the Rialto Market on the canal's eastern bank.



Venice flourished as a center of trade throughout the 13th and 14th centuries and its dominance of the maritime industry and trade made it one of Europe's most prosperous cities. The Rialto Bridge was at the center of it all and for centuries served as the only dry land connection across the Grand Canal. As such, the bridge helped facilitate commerce in one of the world's most vibrant trading hubs.

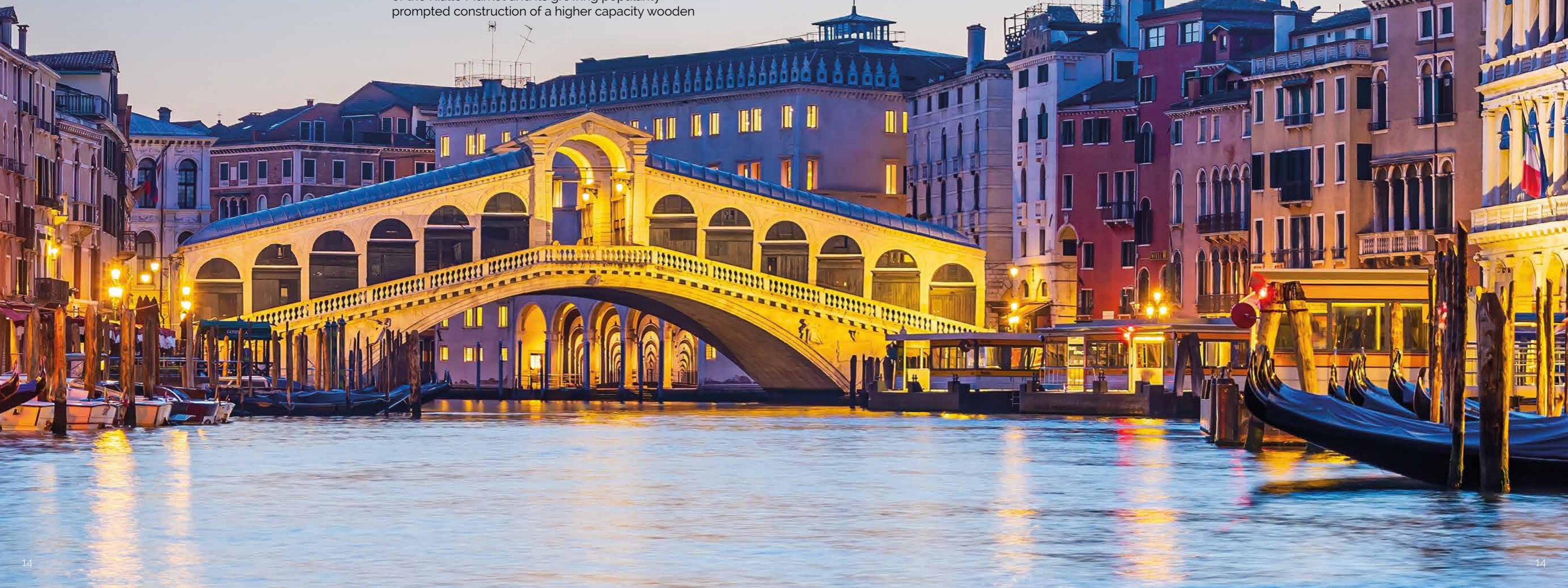
An early version of the bridge established in 1181 was made of floating pontoons. However, the establishment of the Rialto Market and its growing popularity prompted construction of a higher capacity wooden

structure. The original wooden bridge was built with inclined ramps on either side and a center section which could move to accommodate the passage of larger vessels on the canal. Although an improvement from earlier versions, the wood structure required frequent maintenance, occasionally caught fire and collapsed on several occasions.

To remedy the situation, a stone structure was considered and in 1551 proposals were requested from architects. A design for a stone structure similar to the wooden bridge to be replaced was accepted from Antonio da Ponte. The design was regarded as bold, if not foolhardy, and sceptics feared the center span would collapse due to the weight of the stone. Construction proceeded and the bridge was completed in 1591. The concerns of sceptics proved unfounded as the Rialto Bridge has withstood the test of time and more than four centuries after its completion remains serviceable.

Contribution to Retail History

As so many bridges throughout the world have since become gateways to new opportunities for commerce, lifestyle and retail development, the Rialto Bridge epitomizes the impact of a city's infrastructure on its vibrant growth. It contributed to the success of the Rialto Market and the establishment of Venice as a hub of global commerce. It remains a striking historic visual image as well as a shopping area for tourists.



SIGNAGE

Early Trading & Money 1389



Early statistician Gregory King estimated that by the late 17th century, England and Wales had about 40,000 shopkeepers. They hung signs to display the emblems of their trades and these became a common way for traders to communicate with their customers.

When retail began to expand from outdoor markets to permanent premises, retailers (who often lived over the shop) also needed a sign to be able to communicate one particularly essential piece of information – Open or Closed?

In China, signs were originally used in restaurants, teahouses, drugstores, and then draperies, pawnshops, hotels and tobacconists. They were made of cloth, and later leather, bamboo, wood, aluminum, iron, copper and tin, and were hung in front of the doors showing the particular symbol of their trade. Interestingly, there are various taboos in the use of shop signs in China; signs are not 'hung up' but 'invited in' because gua (hang up) is thought to be unlucky. When a shop sign falls on the ground it is also thought to be a bad omen because the God of Wealth, held in awe by the Chinese, might not approve.

In 1389, King Richard II of England, decreed that landlords must put signs outside their inns, so that

inspectors could identify and visit them; there is a record from 1393 of a publican being prosecuted for not having a sign. In 1567 and 1577, France issued similar rules. When the signs became too large for safety reasons, in Paris in 1761 and in London around the same time, laws were introduced which dictated that signs had to be placed flat against a wall or removed.

Today, retail signage is used to communicate a multitude of different messages to consumers. In addition to exterior signage that attracts passersby to drive traffic, signage inside the retail store is used for navigational, informational, sales, promotional and merchandising objectives. The types of signs range from the familiar chalkboard at the entranceway to tent cards at checkout to posters, banners, hang tags, and floor tiles. In addition, digital signage is being more widely used as it can be changed instantly and used to promote based on sales projections, time, social media and other strategic goals.



AI Generated

Contribution to Retail History

Signs have been a mainstay of retail and critical to effective communications, merchandising, marketing and promotions. Clear, concise and simple messages that drive consumers to action are among the most cost effective sales initiatives.



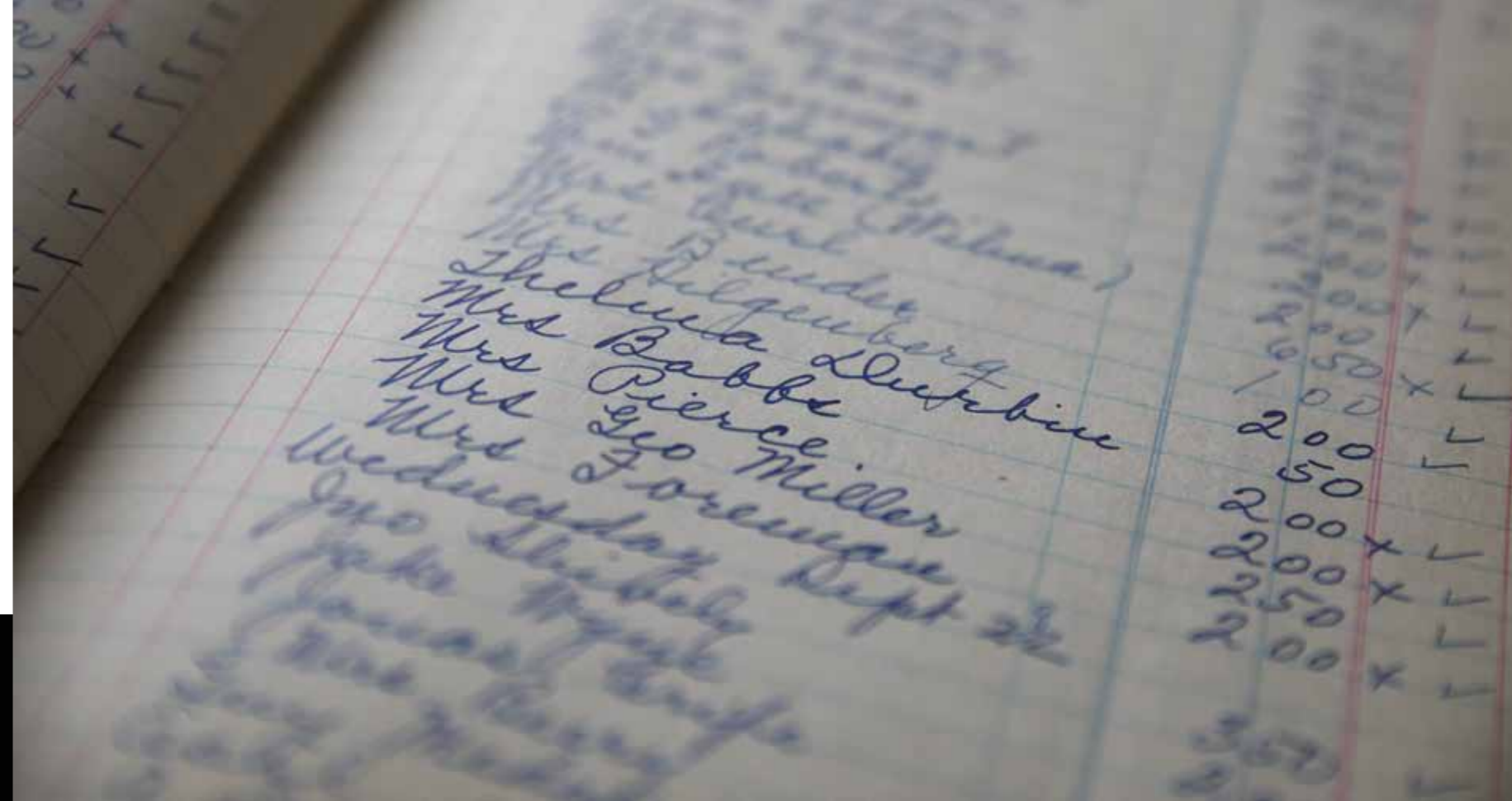
LEDGER

Early Trading & Money 1400



Originally a ledger was the name for a service book kept in one place in a church – “The curates should provide a book of the Bible in English, of the largest volume, to be a ledger in the same church for the parishioners to read on.”

1854. Stellen nach gut.		Grossh. Bannmeister	
2000 gr. Wehl	4.	0.14	
350 " Zucker	2.4	0.68	1.36
150 " Mehl	"	1.25	1.87
1/2 St. Kehl	"	1. -	1.15
100 gr. Butter	12.	0.36	0.18
4 " Eier	4.	6.10	9.57
1750 gr. Kirschen	44.	0.12	0.88
300 " Joh. Mandeln	4.	1.65	2.88
500 " Pisternat	"	4. -	1.80
35 " Salz	"	4.20	1.05
15 " Speise	"	0.21	0.11
1/2 St. Fein	"	12. -	1.18
800 gr. Butter vom Scheiden	11.	11.50	1.34
500 " Zucker	"	6.10	1.52
150 " Puderzucker	"	1.35	1.25
300 " Pfeffer	"	1.90	1.21
250 " Zucker	"	2.90	0.89
		1.15	32.
Solothurn a. 500 gr. D. M. 3.63			15.18
+ 87% allgem. Absetzen.			34.18



AI Generated

The actual system of reconciling balances was invented by the famous and successful 15th century Italian banking family: the Medici. They developed the double entry system of tracking credits and debits in a ledger. Their Medici currency was once the most used in Europe, and the principles of their ledger system are still in use today – even if many are now computerized.

If you want to total up your financial transactions for the day, week or month, no doubt you will have some kind of ledger to record those 'takings' in. On the page in front of you the debits and credits are shown in different columns and there's a balance when you begin and one when you end. The golden rule is that every debit recorded must have a credit, so that in the grand total when you finish, the debits equal the credits.

Contribution to Retail History

Through the ages, bookkeeping was tedious and time consuming, but a critical function of the retail business. And while it is hard to imagine this process being done by hand, considering today's sophisticated methodology, which produces instantaneous results and projections based on prior data that can immediately influence strategic business decisions.





OBJECT 17

THE ROYAL EXCHANGE

Early Trading & Money 1565



The Royal Exchange in London was established in 1565 by Thomas Gresham to serve as a center for financial trading as well as commerce.

Contribution to Retail History

The Royal Exchange is considered by many to be the world's first shopping mall. It established the principle of combining multiple shops under a single roof that offered a broad range of merchandise categories. It also established the concept of a one-stop shopping destination.

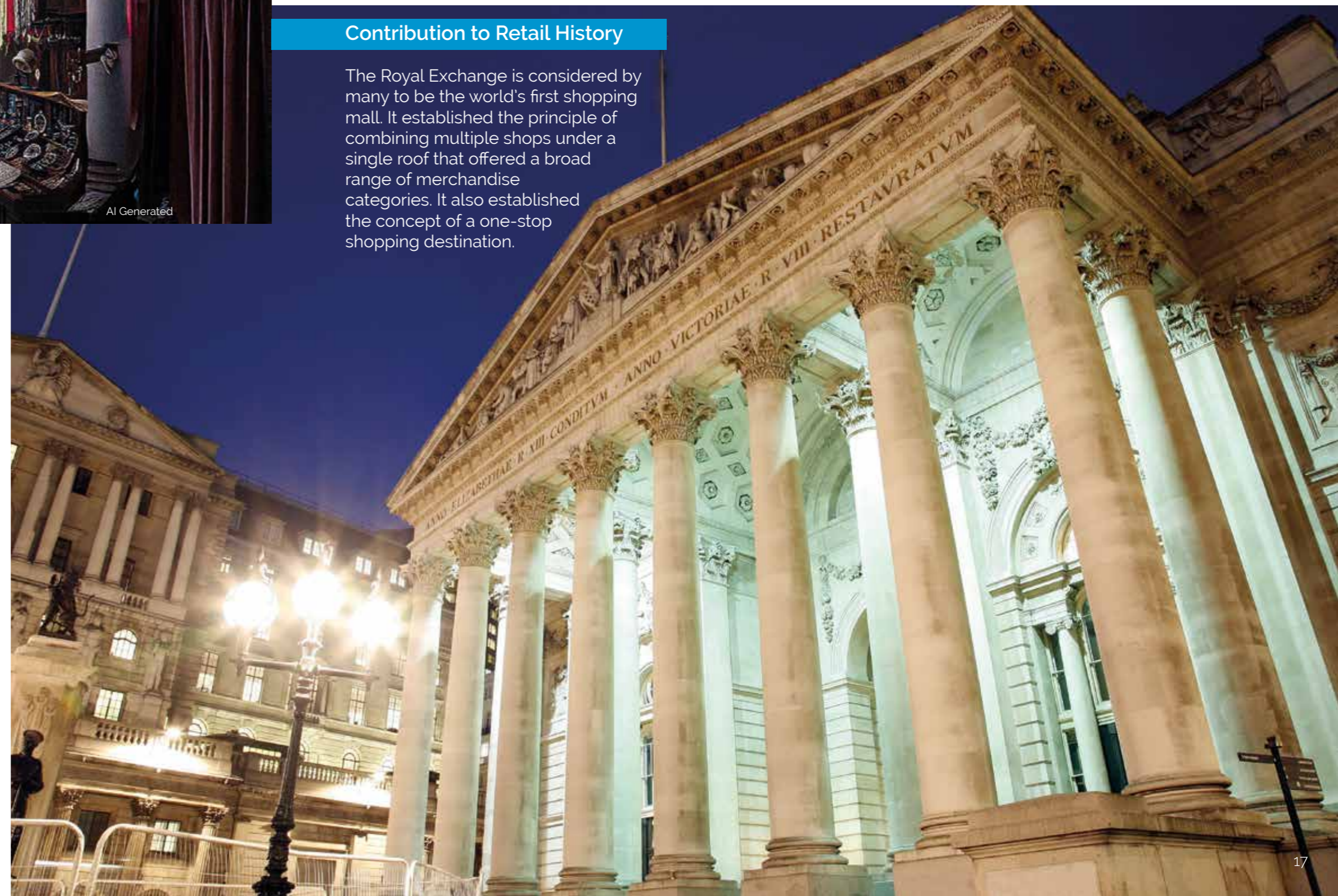
The Royal Exchange was a forerunner to the modern shopping mall, as Gresham had the vision to dedicate several floors of the structure to retail, and collected rent from tenants who occupied the space.

Thomas Gresham was a wealthy businessman who set out to change the crude financial trading practices that were common in London during the 16th century. Gresham had served as a royal agent for both King Edward VI and Queen Mary. He spent time at the bourse in the Belgian city of Antwerp and wanted to bring a similar concept to London. He invested a large portion of his personal wealth to construct a bourse on land provided by the City of London, between Cornhill and Threadneedle Street. Queen Elizabeth I officially opened the Royal Exchange in 1571 and the timing could not have been better, for several reasons. London's population was expanding rapidly and the nation's ascension as a global power had created new-found wealth among residents who were eager to purchase merchandise from retailers

occupying the upper floors of the Royal Exchange.

In addition, the Royal Exchange brought London's financial trading activities up to the standards of continental Europe at a pivotal moment. The completion of the facility five years prior to the Spanish sacking of Antwerp set London on a course to become the financial capital of Europe.

The original structure stood for nearly 100 years, before it was destroyed by fire in 1666. A rebuilt structure that opened three years later was again destroyed by fire in 1838. The third Royal Exchange building, which still stands today, was opened in 1844. Financial firms left the Royal Exchange in 1939 and it became a purely retail establishment – apart from a spell in the 1980s when traders briefly returned to the exchange. The building was extensively remodeled in 2001, retaining its heritage but with modern features and services to suit its role as a luxury retailing and dining destination.



IN-STORE GRAPHIC



Early Trading & Money 1600



Graphic signage, as a form of store to customer communication, has existed for as long as there have been shops.

There are examples of signs in shops and trading houses preserved in the ruins of Pompeii and Herculaneum – some in painted form casually painted onto shutters and paneling and obviously temporary, others permanently carved into the shop stonework.

These signs suggest that Roman shopkeepers

seldom used their names to identify their shop – a butcher, for example, might identify his trade by painting a sheep. This form of identity was a widespread practice in Europe until the 17th century when shopkeepers began to put their names on the shop fascia – thus began the process of brand identity and reputation.



Today store communications fall into three categories: Information (way finding, price, weight, provenance, product content and so forth); Promotion (sale, special offer, and more) and Emotional and Positional. The graphics in this latter category may not be product-specific, but might be images of contented cows inferring ethical farming, or others conveying images of traditional craftsmanship. But in all cases, graphics serve to promote a brand's position and reputation.

"Brand is but Trust spelt differently" and in the modern shopping context, whether it is digital on the shop screen, or in the physical shopping space, store communications in whatever form, are increasing. But they are also subject to scrutiny for accuracy and truthfulness and as such, play a critical role in demonstrating the brand's integrity.

Contribution to Retail History

In-store graphics further influenced and enhanced the retailer's brand, philosophy and value. The signage helped strengthen customer loyalty and satisfaction.





OBJECT 19

DEPARTMENT STORE



Department stores, as the name suggests, offer shoppers a broad assortment of merchandise arranged in departments to satisfy a wide range of wants and needs.

Mass Production 1734

The earliest department stores appealed to affluent shoppers or those who aspired to own high-quality merchandise and began to surface on multiple continents in the early to mid-1800s. The department store concept remains highly relevant to shoppers, but modern operators are less discriminating and offer formats and product assortments that appeal to a broad range of income levels.

As with many retail innovations, the origins of the department store are difficult to isolate to a particular individual or retailer and the earliest versions of department stores bore little resemblance to their modern counterparts. However, what is clear is that the concept of a retail store offering multiple classifications of merchandise gained momentum in the early to mid-1800s.

Charles Henry Harrod established his first retail business in London in 1834. Austin's was established as a department store in Northern Ireland in 1830 and David Jones opened a department store in Australia in 1838. Emerson Muschamp Bainbridge and William Alder Dunn opened a department store in England in 1838 and in 1851, the Buckley & Nunn department store opened in Melbourne, Australia. In 1852, Aristide Boucicaut opened the Le Bon Marché in Paris and six years later in 1858 the first R.H. Macy & Co. store opened in New York.

These retailers brought a different perspective to the concept of department store, but each sought to benefit from the escalating standard of living that had resulted from the Industrial Revolution. As disposable incomes for Europeans and Americans increased, department store operators were there to provide a new type of shopping experience and to satisfy shoppers' desire for consumer goods.

The golden age of the traditional department store and its role in society began to fade in the 1960s with the advent of suburban shopping malls and discount department stores. The latter introduced a new type of value proposition to price sensitive mass market shoppers who were willing to accept reduced service levels and a more austere store experience in exchange for lower prices.

While the demise of the department store has been widely publicized amidst sales declines, store closings, mall closures, and skyrocketing e-commerce sales, the concept remains relevant albeit challenged and subject to extensive changes. New strategies include development and expansion of omni-channel initiatives, experiential opportunities, loyalty programs, exclusive merchandise and unique promotions.



Contribution to Retail History

The introduction of department stores in England, France and the United States in the early to mid-1800s marked the beginning of an important chapter in the history of retailing. Department stores became iconic symbols of prosperity and were the dominant form of retailing for more than a century. The concept of the department store remains as highly relevant

today as when it emerged to satisfy newfound affluence spawned by the Industrial Revolution. Department stores gave rise to discount stores and also influenced the development of enclosed malls as retail developers took note of the powerful appeal that resulted from combining multiple departments of merchandise in a single destination.



OBJECT 20

POCKET BALANCE

Mass Production 1770



A pocket balance – also known as a spring scale – is simply a spring fixed at one end with a hook to which an object can be attached at the other.

The object to be weighed is hung from the hook and the force that this weight exerts on the spring is proportional to the distance that spring is extended – an established scientific principle known as Hooke's Law. The scale markings on the spring balance identify the weight accordingly.

The pocket balance was first created in 1770 by Richard Salter in the UK. From the late 18th century onwards these little scales were widely used in markets, grocers and farm shops – wherever people needed to be able to verify the weight of goods to be purchased in order to calculate the correct pricing. Portable, quick and simple to use, the pocket balance was ideal for weighing goods where pinpoint accuracy was not required, for example, sacks of potatoes or meat carcasses.

The underlying principles of the spring balance were later incorporated into the spring scale weighing system widely used by retailers. In this case, the items are placed on a tray underneath the spring mechanism and the pressure exerted (expressed as weight) is shown by the position of pointer on the numbered dial.



Contribution to Retail History

The portable spring scale was the first major development in weighing scales that didn't rely on the use of counterweights. Their portability enabled goods to be weighed anywhere, not only in shops or other fixed locations. Spring scales are still in use today although in a retail environment, more accurate digital scales have replaced them.



GALERIES DU BOIS

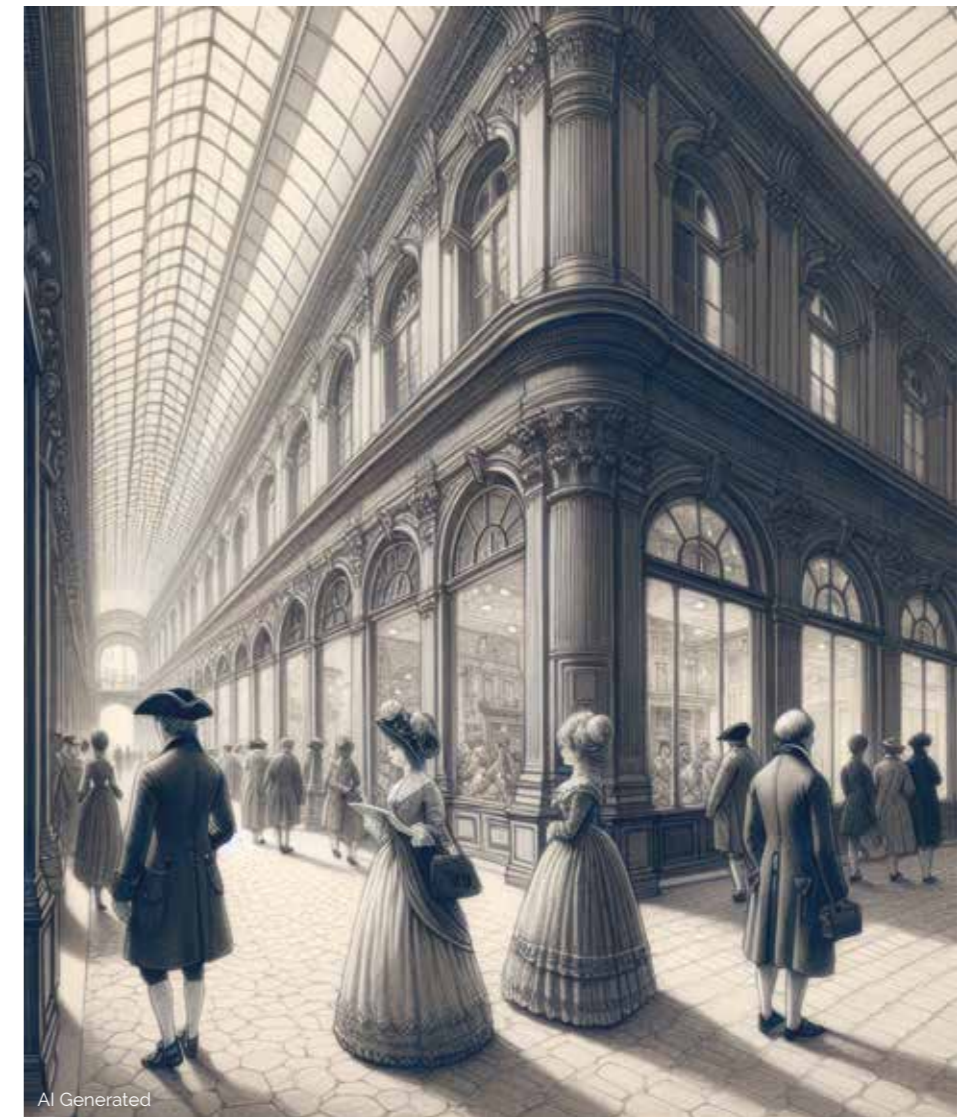
Mass Production 1786



Shopping in Paris is just as important as eating, walking, and visiting museums, and the pre-20th century shopping malls of Paris are still an attraction for tourists today.

The malls have long iron structured glass roofs, and original features such as marble and black and white tiled floors. They house restaurants, shops and boutiques.

The passages were built in the style of a 'souk' – a covered area in which to shop, browse and meet friends. The Galeries du Bois au Palais-Royal was built in 1786 and housed 120 luxury boutiques; after shopping there you could pop in to the central gardens that housed the Palais Royal. The Galeries du Bois became the prototype for the other passages of Paris that followed.



The upper classes loved these malls. They could shop and meet, away from noise, smells, weather and 'unsightly riff-raff'. Famous writers and other notables visited them. Balzac and Zola wrote about them in their books.

By 1850 Paris had 150 passages, but today less than 25 remain. Department stores such as Bon Marché, which opened in 1852, began to replace them.

Contribution to Retail History

The Galeries du Bois form another link in the chain of the history of public shopping 'centers', which stretches back to the forums of Ancient Rome. The 18th century Parisian 'galleries' share many features with today's modern malls – a covered, pleasant retail environment where shopping is a social pastime, as well as, a commercial activity.

CHAIN STORE

Mass Production 1792

The origins of modern chain store retailing date back several millennia to Ancient China. Merchants in China and later Japan recognized there were advantages to centralized management and selling through multiple distribution points which today serve as the defining characteristics of chain store retailing.



AI Generated

Chain stores emerged in North America in the 1700s when the Hudson's Bay Company created a network of branded trading posts.

However, it wasn't until the end of the 19th century that the chain store approach to retail gained momentum in Europe and the United States. The era of chain store expansion began in earnest in the early 20th century as retailers recognized the profit potential associated with leveraging a variety of fixed and variable costs across an expanding base of stores whereby the sales volume generated by each additional location produced incremental profits. The

superiority of the chain store business model became evident following the Second World War when global consumption surged for all manner of consumer goods. This set off an unprecedented wave of chain store expansion across all types of merchandise classifications.

Definitions on the number of units that constitute a chain may vary, but there is no disputing the chain store's impact on retailing. Chain stores led a dramatic restructuring of the retail industry during the past 100 years and today many of the world's largest corporations are chain store operations.



AI Generated



Contribution to Retail History

From the five and dime stores to discount stores to department stores to restaurants and C-stores, the chain store concept completely changed the retail sector over the past century. These chains now dominate traditional brick and mortar retail in number of stores, sales and popularity among consumers based on value and convenience.

CHALKBOARD

Mass Production 1801



The use of the chalkboard (also known as blackboard) initially found favor as a teaching aid.



Its first use in school is attributed to James Pillans, Headmaster of the Old High School in Edinburgh, who is said to have introduced the use of colored chalks on blackboards to teach his geography lessons.

writing with a whole class, it cut down on the use of costly paper, ink and pencils. Chalkboards soon became equally important in business organizations for presentations and brain storming new concepts among several people at once.

In 1801, George Baron, an English mathematician who was teaching at West Point Military Academy, became the first instructor in America to deploy the chalkboard in class.

Not surprisingly, the chalkboard caught on quickly amongst retailers, offering a highly adaptable approach to signage. They were cheap, efficient and easily updated. Today, traditional chalks have been joined by 'liquid' and 'digital' boards, which are even easier to change and update and deliver a more eye-catching display.

The popularity of the chalkboard spread rapidly; not only did it enable teachers to communicate in



Contribution to Retail History

Blackboards continue to be used by retailers and restaurateurs around the world. They are particularly popular for promoting 'artisan' style products in specialist shops because of their ability to convey a sense of authenticity and a 'hand crafted' feel. Their adaptability makes them a cost-effective option for daily, seasonal and promotional messaging.

GAS LIGHT

Mass Production c.1820s



Gas was a popular and economical method of lighting common throughout the 19th century. Retailers relied on gas lighting to illuminate walkways, store fronts and building interiors before the advent of electricity made doing so simpler, safer and brighter.

The notion of burning various fuels to produce artificial light is as old as fire itself. However, open flames were impractical and the light they generated was dim at best. Lanterns that burned liquid fuels were an upgrade in terms of safety and light quality, but it wasn't until gas was harnessed as a power source that lighting made its most meaningful advance.

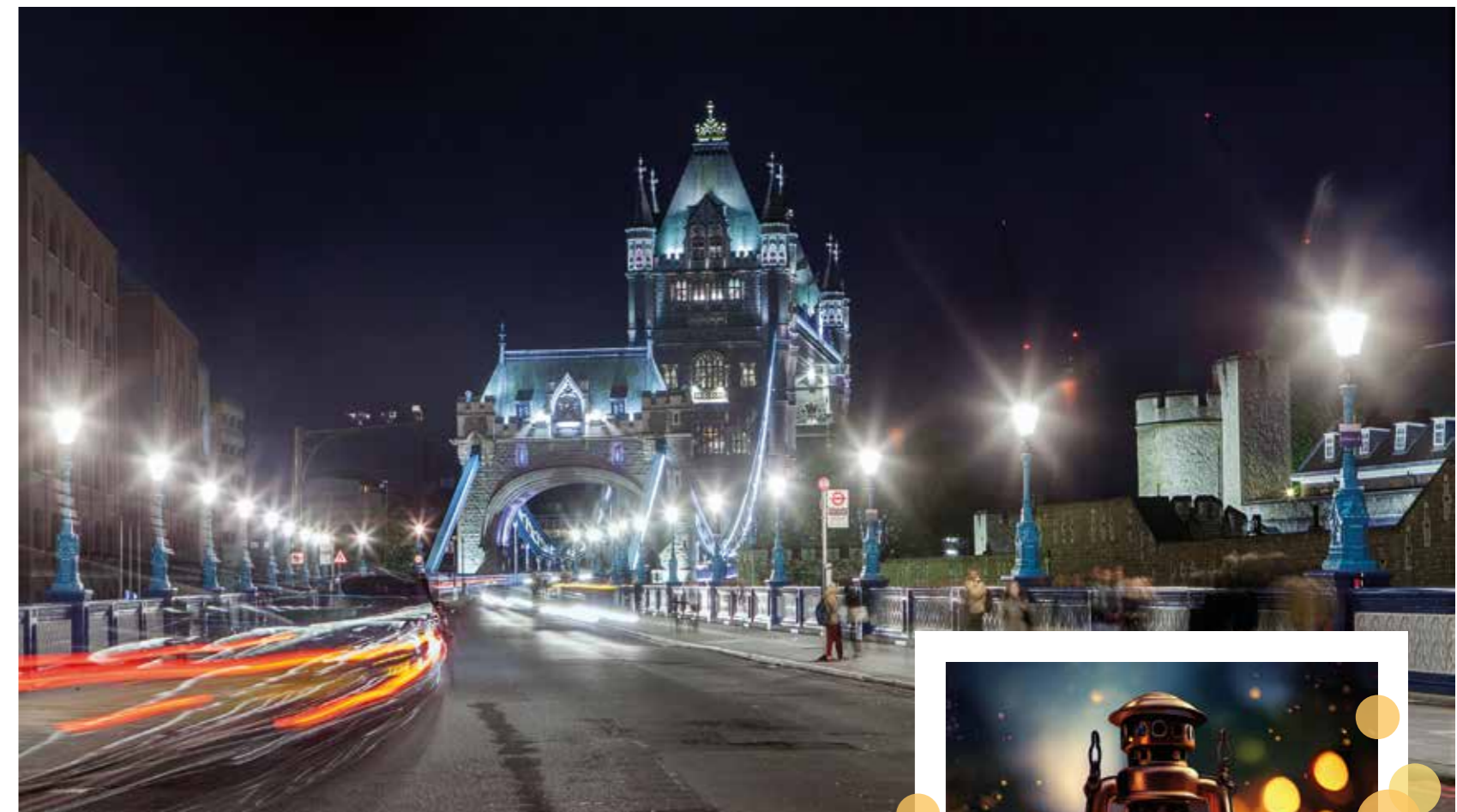
The burning of combustible gasses as a means to produce artificial light was first recognized by William Murdoch, an employee of the Soho Foundry steam engine works in Birmingham, England. In 1790, Murdoch used coal gas to light his home and later the main building of the foundry where he worked.

Urban areas throughout England soon recognized the benefits of using gas to light streets and by the first quarter of the 19th century major cities and towns throughout Europe were reliant on gas street lamps.

The expense of gas lighting limited its use to cities, businesses and wealthy homeowners until later in the 19th century.

Around that time the efficiency of gas lighting would make a major step forward with the introduction of a device known as a 'mantle' that allowed the burning gas to create a brighter light. The device also allowed gas lighting to remain relevant longer than it might have otherwise and to fend off competition from newly emerging electrical lighting technology, which was unproven and thought to be unsafe at the time.

The usage of gas lighting remained common in developed nations during the early part of the 20th century, but it gradually succumbed to the more efficient, brighter and safer electrical lighting. Today, gas lighting serves primarily as an ornamental function to evoke images of a bygone era.



Contribution to Retail History

Gas lighting and the illumination it provided to public space changed urban lifestyles and consequently the retail industry. Streetlights made previously dark roadways and walkways safe and inviting during evening hours. Pedestrians and operators of carriages and later vehicles gained the freedom to engage in activities such as shopping that had previously been reserved for daylight hours. Retailers were beneficiaries of gas lighting because they could extend operating hours to accommodate more customers and shift administrative tasks to non-operating hours.



PRICE TAG

Mass Production 1820s



Price tags simplify the process of shopping by instantly conveying the cost of merchandise to prospective buyers who are then better able to make a purchase decision.



Price tags can take many forms but all represent a fixed, rather than negotiable price, for merchandise and simplify retail operations by allowing centralized decision-making. Price tags are an essential element of the retail experience.

The humble price tag, taken for granted by shoppers in modern retail outlets, was a major development in the evolution of retail. Thought by many to have come into vogue around the mid-19th century, the price tag is another innovation credited

to the early operators of department stores. The actual origin is difficult to isolate, but extensive use of price tags was known to exist at the Le Bon Marché department store founded by Aristide Boucicaut in 1852.

The concept of openly displaying merchandise and clearly communicating the cost of goods via tags was a novel idea at the time. It quickly gained acceptance with other retailers who recognized that shoppers found the practice desirable and

also understood the important business implications.

Price tags take many forms today and thanks to the advent of the barcode and shelf edge pricing, most fast moving consumer goods no longer bear individual prices. Barcodes eliminated the need for price tags on some products, but their usage remains widespread on products such as apparel, footwear, accessories and hard line categories of goods. These products will typically have some form of a price tag as well as a barcode, even though in some instances a secondary pricing sign on a display will be used to override the price printed on the tag.

Price tags have gone digital as well with electronic shelf labels, or ESLs, employed by some retailers. ESLs offer a new approach to ensure accuracy and optimize margins by employing dynamic pricing strategies based on shifting demand and competitive circumstances.

Contribution to Retail History

The price tag represented a major advancement in price transparency. Shoppers were able to instantly understand the cost of an item and make a purchase decision without the aid of a retail employee. Knowledge of a product's price encouraged sales and offered a myriad of business benefits to retailers, the most significant of which was the ability to manage profitability by understanding the margin contribution of different products and categories. Price tags were a key enabler of self-service shopping and led to the introduction of mark downs, both as a means to clear slow-moving goods and as a mechanism to showcase savings from the anchoring price.



DOORBELL

Mass Production 1821



In the 19th century, store doorbells were not electric. Typically made of solid brass, the bell was attached to an arm that was in turn mounted on a spring on the inside of the door. Thus, as soon as the door opened, the bell sounded, alerting the retailer to the arrival (or departure) of a customer.



Contribution to Retail History

The ringing of a bell not only retains its connotation as a buying opportunity for retailers, but also as a security measure that notifies sales associates that a customer is entering or leaving the premises. Today, the plethora of high tech smartphone ping sounds alert customers about promotional opportunities, order placement and tracking, and other social media postings.



This simple device was invaluable for busy storekeepers who did not have the resources to maintain a member of staff on the shop floor throughout every opening hour. Often, much of their time was spent 'out back' taking delivery of goods, or doing book-keeping.

The first bell that could be triggered by an electric wire connected to a bell was invented by Joseph Henry around 1831. Then in 1881, Edwin Swan of Indiana patented an electric doorbell called 'the illuminated electric push button'. Today, smaller

shops still make use of the bell system to herald the entry of a customer. The classic brass bell has been replaced by a plethora of chime choices, two-tone rings, buzzes, bleeps and more.

The doorbell continues to play a key role in a reversed retail situation, that of door-to-door selling. From the earliest days of trading when peddlers would travel from place to place selling their wares, the knock at the door - or ringing of the bell in the street - would alert the prospective customer to the arrival of goods for sale.





OBJECT 27

DISPLAY WINDOW

AI Generated

Mass Production 1840



Display windows have always been used to tempt customers into stores. The first shopkeepers used ostentatious signs with their names over their doors, and placed their products proudly in the windows of their shops to attract the attention of passing trade.

When in the 1840s advances in glass production enabled large panes of glass to be used in shop fronts, the department stores began to take the concept of window displays to a new level.

Retailers quickly recognized that their windows were a leverageable resource and the growth of the department store in the early 20th century saw window dressing become a serious business. Rival stores used their windows as three-dimensional advertising hoardings, producing incredibly theatrical and flamboyant displays to outplay their competitors in luring customers across their threshold.

Today, professional window dressers (or merchandisers) and even sometimes well-known artists, are commissioned to combine fashion, design and marketing to create seasonal or otherwise themed temporary 'art installations'. Color, props, lighting, moving parts and film footage, and sometimes even

real people, are used to highlight and differentiate the store's offering. In a retail world where most department stores are selling the same ranges and products, the display window has a vital role to play in giving a retail brand name a distinctive image and set of associations.

Contribution to Retail History

Window shopping has long been a regular leisure activity among shoppers and retailers have always responded with stunning displays that showcase their new and stylish merchandise. Displays are often themed seasonally as well as to specific designers and oftentimes make powerful and trendy fashion statements.





OBJECT 28

SEWING MACHINE

Mass Production 1850



Up until the early 19th century, most working-class women made the clothes for their families by hand. Wealthier families employed seamstresses and tailors to do the same.

Following several years of attempts at the development of a sewing machine (made by a number of inventors, most of whom could lay claim to having influenced the version that eventually succeeded), Isaac Singer built the first commercially viable machine in 1850.

Mass production of these machines for household and industrial applications quickly followed and the sewing machine became the first durable, technologically complex household appliance in America (and in Britain soon after). Industrial use of sewing machines moved clothing production away from the housewives and seamstresses and into large-scale factories. This resulted in a decrease in

the amount of time clothing production took, which in turn caused prices for clothing to drop.

For many existing garment manufacturers, the installation of sewing machines greatly reduced the manpower they needed to employ, and numbers of employees in some clothing factories dropped sharply. But this was the time of the Industrial Revolution and many of the workers found new employment in other factories. A further swelling of the potential workforce was seen in those women who had previously been kept busy hand sewing at home now being liberated to go out to work, thus increasing the family income. Rising income meant families could afford to buy more ready-made garments, creating more demand.

The sewing machine's effects on the clothing industry resulted in major changes for other industries as well. Cotton production increases in order to meet the demands of the new clothing factories, with associated impacts on foreign trade and development. Machine production democratized fashion, transforming the social meaning of clothing by making stylish garments available to almost everyone.



Contribution to Retail History

The sewing machine saw the birth of clothing manufacturing as we know it today, creating a supply and demand for ready-made garments. While the move away from bespoke, handmade items to mass production was one of the major characteristics of the industrialized era, the classic modern sewing machine is making a comeback in this do-it-yourself era of customization, personalization and differentiation.

REFRIGERATION

Mass Production 1851



Early civilizations used ice caves, snow and cold streams to keep foodstuffs cold. The Chinese cut and stored ice in 1000 BC and around 500 BC, the Egyptians and Indians would put water out in earthenware pots to chill overnight.

AI Generated

In the early 18th century, 'ice houses' began to be created; these were stores for large blocks of ice (harvested from frozen lakes), which were then packed together with sawdust or flannel and salt.

Attempts at refrigerated transport for the shipping of perishable goods began in the mid-18th century. The first refrigerated railroad car was introduced by the Northern Railroad (New York) in 1851. Known as the 'icebox on wheels' the fact that it only functioned in cold weather rather limited its value.

However, within the food production industries, refrigeration was gaining traction. By the 1880s, breweries were the largest users of commercial refrigeration units and by 1900, the meat packing houses of Chicago had ammonia style commercial fridges. By the start of the First World War refrigeration in packing plants in the US was widespread.

By the middle of the 20th century, the technology for refrigerated vehicles had progressed and throughout the developed world perishable goods were being shipped by road, rail and air, to stores thousands of miles from where the produce had originated.



Contribution to Retail History

Refrigeration radically changed the capabilities and potential of every stage of the supply chain. Producers could now pack and process fresh food and create new product ranges; distributors were able to transport those food products all over the globe, knowing they would still be fresh (or frozen) on arrival. With the installation of chiller and frozen food cabinets, supermarkets were able to significantly innovate and expand the range and volume of goods they sold, and a new strand of retailing emerged – the frozen food store. For the customer, home fridges and freezers revolutionized their shopping habits; the move towards the large volume, weekly food shop began, as there was no longer the need to buy perishable goods on a daily basis.



ELEVATOR

Mass Production 1857



Lift and pulley systems were in use from ancient times but it took a Royal Commission from Louis XV of France (in the 17th century) who wanted a counterweight lift for his wife, before passenger elevators (lifts) began to take shape.



However, people remained mistrustful of the concept and it was only when Elisha Graves Otis invented – and publicly demonstrated – the first safety brake for elevators, that the potential for taking buildings higher than a person could comfortably climb really took off.

The very first commercial installation undertaken by Otis was in 1857, at a five-storey department store in New York City. His achievement was widely acclaimed and today's familiar high-rise cityscapes began to emerge rapidly, each reaching higher than the last. The first electric elevator was built by Werner von Siemens in 1880 in Germany.

Businesses, hotels, retail outlets and others all began to maximize their floorspace by building upwards. In 1946, the JL Hudson department store on Woodward Avenue in Detroit, Michigan, was completed. It had 33 levels and

remained the tallest department store in the world until the 1960s.

Working alongside escalators, elevators transport shoppers from floor to floor, but they fulfill a broader function in that they are also vital for the transportation of goods between floors. Further back in the retail supply chain, elevators and the principles of platforms on pulleys are used throughout manufacturing and production plants and distribution centers.

The award-winning Burj Khalifa tower building in Dubai emphasizes just how essential a modern day elevator is for trade and business to flourish. When construction began in 2004, its planners proclaimed it would house the 'largest shopping mall in the world'. Without elevators, its 160 floors would be of little appeal to even the hardest shopper.



Contribution to Retail History

The multi-floored department stores, shopping centers and outlets that we shop in today could not exist were it not for their elevators. They keep customers moving quickly, reliably and efficiently through the shopping environment. They also improve in-store logistics as elevators speed up the distribution of stock, improve customer flow and enable heavier and bulkier merchandise to be sold and transported.



CATALOG

Mass Production 1872



In 1872, Aaron Montgomery Ward of Chicago, produced the first mail-order catalog for his Montgomery Ward mail order business, aimed at farmers in the Midwest who were suspicious of merchants.



AI Generated



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By selling direct to the customer, Ward could avoid his goods having the retailer's mark up applied, thereby reducing the cost to those customers.

The first catalog was a single sheet of paper with a price list, just 8 by 12 inches, showing what was for sale and how to go about ordering it. Within 20 years, Ward's original single page list of products had grown into a 540-page illustrated book and he was by then, selling over 20,000 items. From 1921 to 1931 he even sold prefabricated kit houses by mail order. These were called 'Wardway Homes'.

Others all over the world began to sell via mail order too. The T Eaton Co. Limited of Toronto, produced its first 34-page catalog in 1884. By 1920 it had mail order warehouses in Winnipeg, Toronto and Moncton. It opened its first catalog office in Oakville in 1916 and others followed. Richard Warren Sears published the first Sears catalog in 1888. It captured the catalog industry in the USA and became a byword for catalog shopping.

In the UK, Sir John Moores set up his 'Littlewoods Mail Order Store'. The first catalog was published in May 1932 with 168 pages and the motto: "We hoist our Flag in the Port of Supply and right away we sail to the Ports of Demand – the Homes of The People". Moores learned from the examples of his American contemporaries (Montgomery Ward, Sears and Roebuck) and by 1936 the Littlewoods catalog annual turnover had reached £4 million.

Today, despite the cost and criticism of printed catalogs, the many top retailers worldwide, including Ikea, Macy's and Williams Sonoma, continue to produce themed, specialty and promotional catalogs, and most importantly, consumers demand them and stack them proudly on their coffee tables.



Contribution to Retail History

The development of mail order shopping by the likes of Sears democratized retail, opening up the availability of consumer goods to huge swathes of the population worldwide. Today catalogs can be seen as the precursor to e-commerce, as the principles of internet shopping follow similar lines.



AI Generated

DENIM

Mass Production 1873

The name Denim is a short form of 'serge de Nîmes' because this form of twilled cotton originated from Nîmes in France. Denim was used in Europe from at least the end of the 17th century, but its popularity escalated rapidly in the USA during the 1870s Gold Rush.

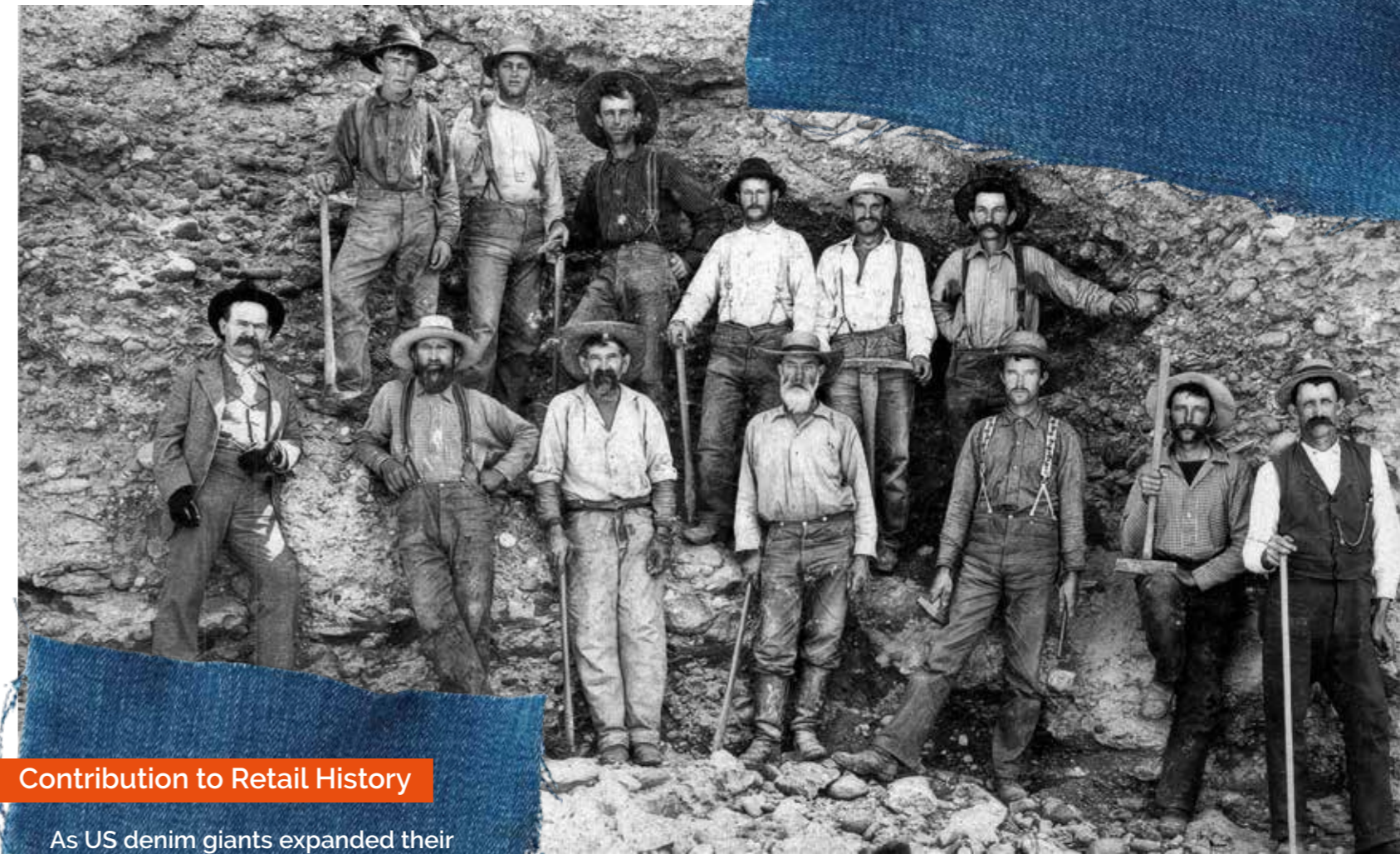


American gold miners needed durable clothing. To meet this demand, a man called Löb (later Levi) Strauss created a strong style of workers' trousers and overalls, incorporating copper rivets on the main stress points.

These items were quickly adopted by Californian miners and became their wardrobe staple. Originally made from uncomfortable hemp, Strauss switched to using denim, and jeans were born.

In the 1940s, Western films became popular and the appearance of cowboys in jeans on screen prompted a demand for the garment amongst American consumers – creating arguably the first iconic retail clothing item with appeal to a broad audience. Fewer jeans were produced during the Second World War, but the sight of American soldiers wearing them off duty continued to fuel the interest in denim, both in the United States and abroad.

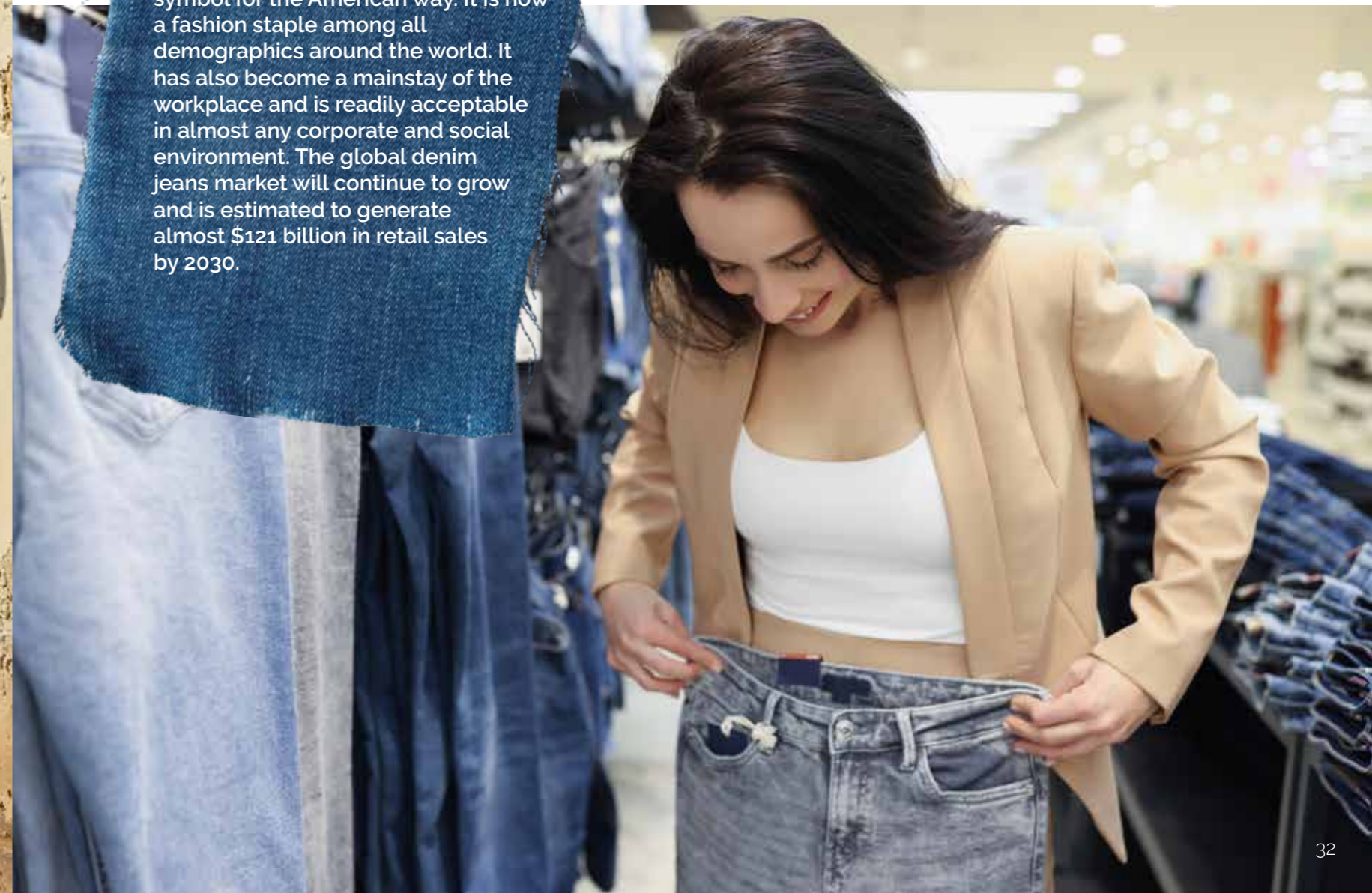
In the 1950s, denim became less a symbol of national pride and more one of teenage rebellion against conformity, as represented by films such as 'Rebel Without a Cause'. Wearers were often refused admission to cinemas, restaurants and other establishments. But recognition of the versatility and comfort of jeans grew and in the 1960s, they became more acceptable (and also individualized as the trend for customizing them with embroidery and patches took hold during that era). By the 1970s, denim was firmly established as being fashionable and ubiquitous – no small achievement. The 1980s saw the advent of 'designer jeans' and denim took to the catwalks. In the 2000s, almost every fashion brand has developed its own denim line and it has become the preferred style across all age groups.



Contribution to Retail History

As US denim giants expanded their scope, denim rapidly became an iconic symbol for the American way. It is now a fashion staple among all demographics around the world. It has also become a mainstay of the workplace and is readily acceptable in almost any corporate and social environment. The global denim jeans market will continue to grow and is estimated to generate almost \$121 billion in retail sales by 2030.

AI Generated



OBJECT 33

PNEUMATIC TUBE TRANSPORT SYSTEM

Mass Production 1875



Pneumatic Tube Transport, or PTT, allows the users to put solid objects into a network of tubes for transportation along those tubes by compressed air or by partial vacuum.

These tubes became popular with retailers in the late 19th and early 20th century, who used them to send messages or money over short distances within their stores, or in rare instances, across the City.

Early pneumatic post or mail systems were invented by the Scottish engineer William Murdoch, in the 19th century. The London Pneumatic Despatch Company's postal systems were said to be powerful enough to transport humans during trial runs (but they never actually put a person inside).

In July 1875 D. Brown patented a pneumatic tube system called the 'Cash Carrier'. Designed for in-store use, the cash carrier transported cash and coins through large department stores and was used to great effect for many decades. One of the earliest retail adopters of the PTT system was Wanamaker's department store in Philadelphia, which installed the system in 1880, just a year after installing electric lighting.

Its use as a mail and message carrier was also effective. For nearly sixty years (1897 to 1953), the New York City Post Office used PTT (operated by the Tubular Dispatch Company) to distribute mail. In 1914 almost a third of New York City's first class mail was distributed via this method.

While email has superseded the use of pneumatic tubes for delivering messages, they are still widely used by banks, hospitals, factories and larger department stores for transporting small items and money. For retailers, the tubes offer a way to move cash from the checkout to the back office, and send change back to the cashiers.



Contribution to Retail History

Transporting cash and till receipts via the PTT had a big impact on the safety and efficiency of money handling within the retail environment. Cashiers finishing a shift could send their takings and corresponding till roll direct to the accounting office, enabling the office to differentiate and account for takings across cashiers and shifts. A much safer way of transporting cash, it reduced theft and store 'shrinkage' by removing the risk of takings being intercepted on the journey from till to accounts and ensured the tills never held too much money at any one time. As a genius invention that customers could see being put to work, the PTT system also created a bit of 'theater' in the store.



OBJECT 34

SODA FOUNTAIN



Mass Production 1875

Although its origins lie in Europe, the soda fountain achieved its greatest success in the USA. Throughout the 20th century they were to be found in American pharmacies, ice cream parlors, sweet shops, department stores, milk bars and train stations. They reached the height of their sales in the 1940s and 1950s.



Between 1810 and 1903, a series of US patents were issued for the production and distribution of imitation mineral and soda fountains. These developments led, in the early 20th century, to pharmacies and other shops selling soda drinks, adding the syrup by hand to create flavored carbonated water. At first, the flavoring was added to mask the taste of the medicinal mineral water, but it quickly became an end product in itself.

By 1875, there was a soda fountain in almost every city across America and they were entrenched in American culture. Over the ensuing decades, the soda fountain became an ever more popular gathering place. The name became extended to mean both the dispensing equipment and the outlet in which sodas were sold. During Prohibition in the 1920s (when the sale of alcohol was banned), the soda fountain offered an alternative to the speakeasy. Later, as American consumers struggled through the Great Depression of the 1930s, the soda fountains provided an affordable luxury.

An early example of the benefits of combining the sale of refreshments within the retail environment,

the soda fountain generated additional footfall to the stores in which they were situated. These customers lingered longer in the store, creating a captive audience that was more likely to purchase other goods before leaving.

By the 1960s, the popularity of soda fountains was declining, due to competition from fast food outlets, bottled soft drinks and the rise in diners and restaurants.

Contribution to Retail History

The soda fountain was a cultural and social phenomenon when it first appeared in US drug stores. Over the years, it has evolved in retail to include coffee bars, whiskey bars, wine and beer tasting rooms as well as self-service digital beverage centers that can automatically dispense dozens of beverages.

OBJECT 35 GALLERIA

Mass Production 1877

VITTORIO EMANUELE II



The Galleria Vittorio Emanuele II is the oldest shopping mall in Italy, housed in a four storey building in Milan.

Designed in 1861, and built between 1865 and 1877, the Galleria is named after Vittorio Emanuele II, the first King of the Kingdom of Italy. It's been nicknamed 'Milan's drawing room'.

The roof is a magnificent glass and cast iron octagon, covering the street below, and it was the prototype for today's modern glazed enclosed shopping malls, many of which are also called galleria. Today, the shops sell luxury goods, haute couture, jewelry, books and paintings, and it is home to many bars, cafes and restaurants too.

In 2012 after 20 years of trading, McDonald's was not allowed to renew its tenancy there, so it sued the City of Milan for \$24 million in damages, which represented \$6 million a year in sales. A Prada store has replaced it.

Contribution to Retail History

First introduced in Paris at the end of the 18th century, the galleria was the immediate forerunner of the department store. Galleria Vittorio Emanuele II brought this format to its apogee. Important as an early example of the use of retail/hospitality as a method of town planning, the Galleria was designed to fill an urban space that would link the high art of the Opera House with the high church of the Duomo.





OBJECT 36

RETAIL ADVERTISING

Mass Production 1879



Retail advertising consists of marketing communications designed to establish the retailer's image, showcase product assortments and price promotions and inform shoppers of store locations.

Some retail advertising focuses on charitable efforts which helps cultivate a desired image. Retailers use a wide range of print, electronic, out-of-home and digital options for advertising.

The origins of retail advertising can be traced to 17th century Europe. The continent was the center of global trade and that gave merchants access to an expanded and unfamiliar range of goods. To promote awareness and encourage consumption of their offerings, merchants turned to posters, hand bills and later, newspapers.

Newspapers and other print media dominated retail advertising for centuries and continued to do so even after the introduction of radio and television gave newly emerging chain retailers powerful new ways to reach a mass market.

As consumption exploded following the Second World

War so did retail advertising, although it remained highly reliant on print vehicles.

Upscale retailers relied on glossy fashion and lifestyle magazines that appealed to affluent individuals to hone their image as a destination for up market goods. Meanwhile, retailers oriented toward the mass market fed shoppers a steady diet of weekly advertising circulars distributed via direct mail or inserted into the Sunday newspaper that featured promotional prices on key items. The frequency of price-oriented ads helped retailers generate customer traffic to their stores and gave branded suppliers a vehicle to generate awareness and to trial new products that were introduced with increased regularity.

As retailers grew increasingly large, many recognized their sizable base of shoppers was an attractive audience for advertisers and a wide range of in-store communication opportunities were created. The store

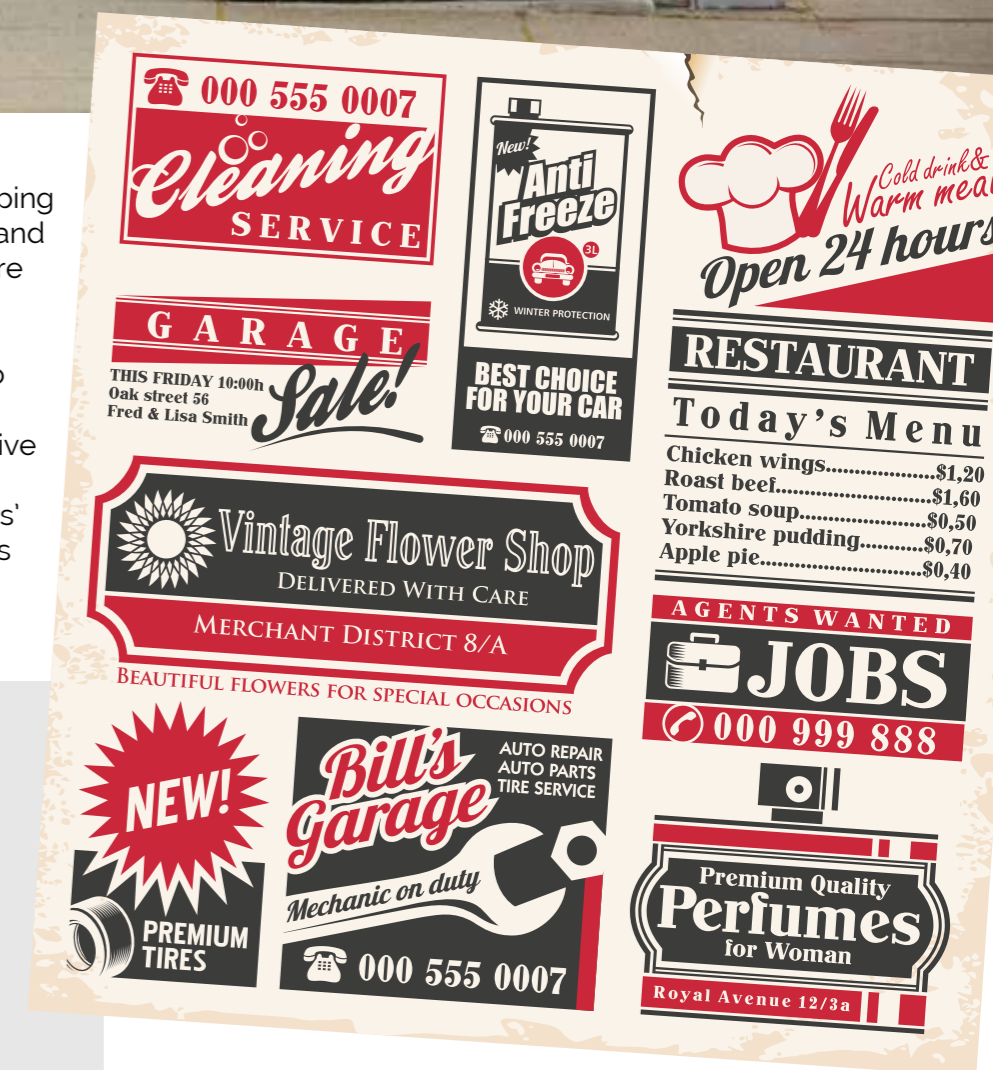


became an advertising medium unto itself and retailers placed messaging on floor and in shopping carts and hung promotional signs from shelves and ceilings. Some retailers created their own in-store radio and television networks.

Retailers left no stone unturned when it came to communicating with shoppers and this practice has extended to the Internet. Increasingly effective and measurable forms of digital advertising are comprising an ever larger percentage of retailers' ad budgets. That trend will continue as shoppers consume more information from digital sources and online purchases skyrocket.

Contribution to Retail History

Retail advertising, which created some of the largest, most successful and iconic brands in business, is quickly evolving with less emphasis on traditional print and more focus on digital and social media ads as well as branded content. Shoppers continue to rely on retail advertising to make informed purchase decisions based on price and convenience as well as where to shop and what to buy.



TELEPHONE

Mass Production 1879



In 1879, Wanamakers (in Philadelphia) became the first department store to install the telephone.

Two inventors, Elisha Gray and Alexander Graham Bell, came up with an electrical device that could transmit speech down wires. They apparently got to the patent office within hours of each other, but Bell pipped Gray to the post. Bell was awarded his patent in March 1876.

Elsewhere, also in 1876, a Hungarian engineer, Tivadar Puskas, was inventing the telephone switchboard which ultimately led to the creation of telephone exchanges and then networks. Western Union, who already had telegraph exchanges, began to use them for its telephones in New York City and San Francisco. The benefits of the telephone were quickly seized upon. In 1884, the UK had around 13,000 telephones in use and the Postmaster-General decided to extend their reach. As a result, 'call offices' were installed in shops and other public places.



Towards the end of the 1880s, the growing numbers of installations led to the issuing of telephone numbers. The telephone became indispensable to retailers for communicating with both suppliers and customers, for placing and taking orders. By the middle of the 20th century, the ability for prospective customers to make enquires and order goods led retailers to establish customer service and telesales departments, and to actively promote customer order telephone numbers on their literature and advertising materials.

The global shift from land lines to smartphones has



transformed retailing yet again. With more than 7 billion smartphones in circulation globally, almost every adult has the world of retail in their pocket.

Consumers are armed with price comparisons and reviews wherever they are – often making comparisons on their phone while standing in a physical retail store. Retailers have been quick to respond to the consumer desire for convenience, choice and value, moving rapidly from launching mobile-ready web sites to dedicated mobile apps. Features enabling shoppers to easily share pictures of potential purchases with friends, or visualize an item in their own home, have made it easy and friction-free to shop the world from a mobile handset.



Contribution to Retail History

Whether it's management of the supply chain, customer service or online shopping, the telephone in all its guises has been one of the most fundamental enablers for the retail industry. Call centers around the world have enabled retailers to handle mass inbound telephone ordering (often in response to telesales ads placed across a variety of media) and outbound telesales calling. Today, the advantages of telephone communications can also work against the retailer, as customers are increasingly 'showrooming' – using their mobiles to browse and compare online, before deciding which retail outlet to use for their purchase.



MANNEQUIN

Mass Production c 1880s



They stand in the window, gazing past us with detached hauteur, modeling the latest styles, tempting us to go in, try those clothes on, and make a purchase.

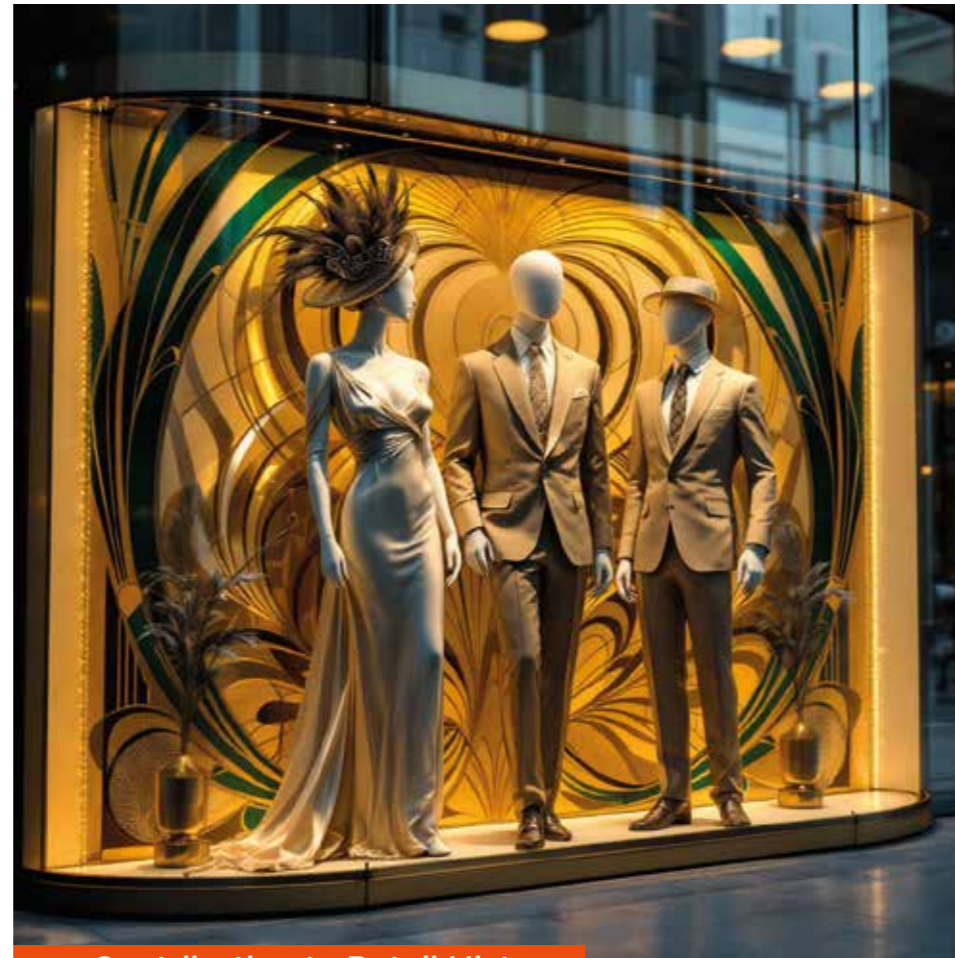
Their use originated in the 15th Century, when miniature milliners' mannequins were used to demonstrate fashions for customers. But it wasn't until the 1880s when plate glass windows began to be installed in shop windows that retailers began to place them in their shop fronts.

These shop front mannequins were made from wax, wood or heavy fabric, and they had iron feet to help them stay upright. Papier-mâché and sawdust were used to give them a more realistic shape, and they often reflected an ideal of beauty. They were also expensive to make.

By the turn of the century, mannequins had given birth to a new industry, 'window trimming'. 'Window trimmers' got more and more artistic. Their mannequins developed facial expressions, glass eyes, and real hair. After the First World War, women's dress changed, and the mannequins changed with them, developing a more realistic, simpler body shape.

Then, in the 1930s came a remarkable development. A New York soap sculptor, Lester Gaba, produced six plaster 'Gaba Girls' for a large department store. They even had names and at a party to unveil them were dressed in jewels and the very best clothes of the time. Gaba took one 'sitting' mannequin (called Cynthia), with him wherever he went. She sat with her elbow on her knee, cigarette in hand, and travelled by taxi with Lester. She even accompanied him to the opera and sat in his box. Mannequins, it seemed, were the new 'it' girls.

During the Second World War, the mannequins began to look drab, reflecting the clothes rationing of the time. By the late 1940s, they had become happier again and wore smiles. The 1950s and 60s saw mannequins made in new materials, such as fibreglass and plastic. Today, the design potential of mannequins is immense; they can be made to retailers' own specifications in any shape, color or pose.



Contribution to Retail History



Mannequins continue to be central to the art of visual merchandising and they remain an important part of a retailer's marketing message and sales efforts. The colorful and oftentimes striking and dramatic mannequin displays effectively communicate style, image and personalization, and the must-have outfits and accessories. Most importantly, they still attract attention and influence impulse purchases.





The first commercial coin operated vending machines appeared in London in the 1880s, selling postcards and then books. In 1888, the Thomas Adams Gum Company brought vending machines to the USA and in 1907, the round candy coated gumball vending machines were introduced.

They began to spread and became popular, offering more goods, stamps, and cigars too. In the early 1920s, the first automatic vending machines started dispensing sodas into cups.

In 1926, American William Rowe, created the cigarette vending machine and in the 1940s and 1950s, Vendoraltor of California gave us Coca-Cola and Pepsi from machines. Usage and coverage grew, with ever more items being dispensed by the machines. From the 1950s to the 1970s, you could even buy a life insurance policy from vending machines at American airports. Today, the range of goods dispensed by vending machines is extensive – food, drink, tickets, money and fresh farm produce. In some locations, even high value items such as iPads can now be purchased via a vending machine.

In Japan, vending machines have been big business ever since their introduction in the 1950s. Selling everything from hot meals to household products, there is apparently one vending machine per 23 people in Japan. The nation's dense population, limited space and low rates of vandalism make it a vending machine-friendly environment.

Vending machine technology has evolved to incorporate digital signage and touch screen technology and to accept credit cards instead of cash. Many machines are now monitored remotely, enabling optimized inventory, automatic updates on maintenance needs and handling of payment services.



Contribution to Retail History

As with other technology products that have improved retail experience, the vending machine has evolved from basic snack products and canned beverages to a highly efficient kiosk that can be placed in numerous high traffic sites from airports to malls to building lobbies. These machines now dispense various products including electronics, health and beauty products, nail care, and gourmet foods. The vending machine is no longer just a form of convenience, but a marketing tool and mobile store for retailers of all types who want to target consumers in high traffic locations not only for impulse purchases but enhanced brand awareness.



OBJECT 39

VENDING MACHINE

Mass Production 1883



OBJECT 40

CASH REGISTER



It was then down to the employees of the National Cash Register Company to come up with the next advancement. Inventor, Charles Lettering, designed a cash register with an electric motor. By the end of the 19th century and early 20th century, nearly all retailers had installed cash registers.

In the UK, from the 1950s to the 1970s it was the Gross Cash Registers Company that captured a large share of the retail market. In 1971, when the UK changed to decimalization, the Gross Register was adapted to work in both imperial and decimal coinage. Another brand, Sweda, was also 'decimal ready' and is credited with inventing the first all-mechanical register in the 1930s. It was also the first company to introduce touch-screen based point-of-sale (POS) systems, in 1987.

Mass Production 1883



The cash register was not invented for the convenience of the customer. It was originally designed to stop employees embezzling money from their employers by alerting them to the fact that a sale was being processed. Two American inventors, James Ritty and John Birch patented it in 1883.

The first register model was like a mechanical adding machine. As every transaction was entered, the drawer opened and a bell rang, telling the manager a sale had taken place. The machine used metal taps marked with denominations to indicate the amount of the sale and had a total adder that summed up all the cash values of the key pressed during the day. Advertisements claimed that the register had "The Bell Heard Round The World".

Today, computerized POS terminals operate across networks. The basic principles remain the same, however, the cash register allows the retailer to keep tabs on what staff and customers are doing and to analyze the information for business, stock control, supply chain and marketing purposes.

Furthermore, the tablet device has created a mobile sales, transaction and check-out opportunity that brings the "old" cash register to consumers wherever they are in the store. And some restaurant chains are now using the tablet for ordering and payment as well.

Ritty sold his invention to Jacob H. Eckert of Cincinnati, who formed the National Manufacturing Company. Eckert then sold to John H. Patterson, who renamed the company the National Cash Register Company. It was Patterson who adapted the design to add a paper roll to record sales transactions, thus creating a receipt.



Contribution to Retail History

From its initial role as a method by which retailers could verify sales and receipts and reduce fraud, continual innovation has extended the influence of the cash register across broader cash management systems. Equipped with barcode scanning capabilities and now with self-scanning, it is fundamental to the development and management of modern sales data, management information retrieval and storage.





OBJECT 41

RECEIPT

Mass Production Post 1883



Receipts and proof of purchase have been used since the earliest days of retail transaction, providing legal proof of the transfer of ownership of goods.

However, the mechanised generation of retail receipts did not occur until the late 19th century. In 1883, two American inventors, James Ritty and John Birch, patented the cash register, enabling sales to be monitored and deterring sales staff from pilfering profits. Subsequently, the National Cash Register Company improved the design of the machine by adding a paper roll to record sales transactions. This evolved into the receipt as we know it today.

Small and unassuming, the receipt is, in fact, a legal document. It gives consumers a record and proof of their purchase and is the evidence retailers require to return or exchange goods. These days, many receipts include barcodes that allow the transaction to be quickly recognized and validated by the retailer's computer system.

Increasingly, and particularly at supermarket checkouts, till receipts contain far more than just a record of purchases made. Promotional messages can be included, including discount vouchers that are triggered by the nature of the goods the customer has just purchased.



Contribution to Retail History

The receipt not only offers customers assurance and retailers proof of purchase, but the information it carries is relayed to back office computing systems and is used for accounting and reconciliation processes. In some countries, the USA for instance, retailers have to retain information about every receipt so that the tax authorities can verify that no sales have been hidden. Increasingly till receipts are also used by supermarkets to run Price Matching promotions whereby customers can check whether their shop would have been cheaper at a competitor's outlet and, if so, claim a refund or other incentive against the differential.



VISUAL MERCHANDISING

Mass Production 1887



While the visual merchandisers' tool kit has expanded considerably in recent decades, the fundamental motivation of increasing sales through the artful presentation of products remains the same.



Retailers rely on visual merchandising to generate shopper traffic and create interesting and enjoyable store environments to promote purchase behavior. Presenting merchandise in a compelling manner through a wide range of visual merchandising techniques allows retailers to achieve a wide range of benefits such as establishing perceptions relating to price and merchandise quality, generating trial usage and encouraging shoppers to extend their time in the store.

Visual merchandising has existed since early shopkeepers moved beyond displaying products in a strictly utilitarian fashion on shelves and tables to add a bit of flair to the presentation to heighten the appeal of merchandise. The exact moment in time

when this concept emerged is impossible to pinpoint, but generally speaking visual merchandising as it is practised today gained traction at the dawn of the department store era in the early to mid-1800s.

That is when department store operators recognized that one of their key operational challenges was getting shoppers to come in off the busy streets in downtown areas where their stores were typically located. The solution for many was creating interesting window displays that showcased products in such a way as to inspire and delight passersby to encourage them to come inside the store.

The concept of attractively presenting merchandise extended to inside the store as well. Soon, retailers

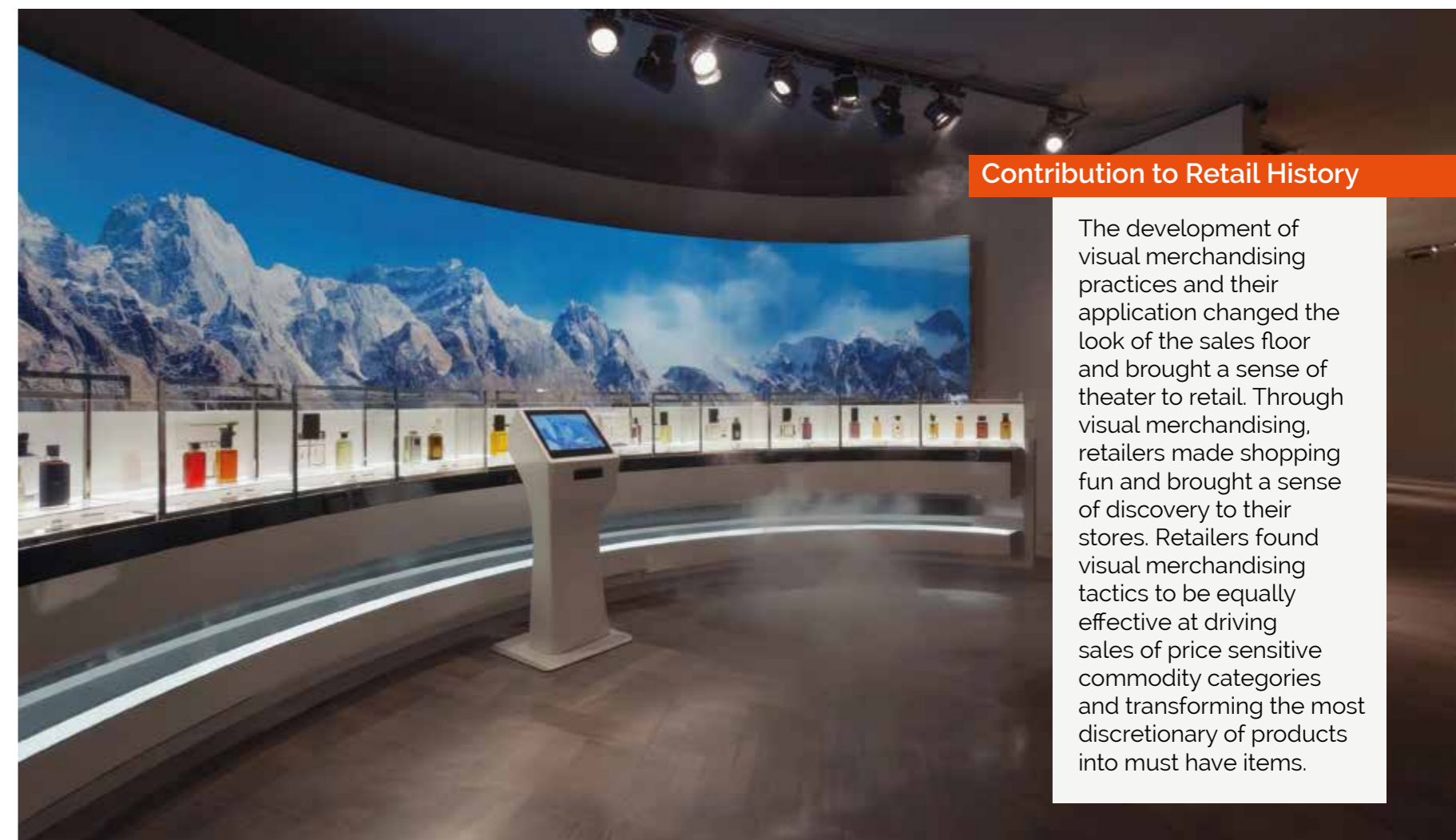
were relying on visual merchandising to promote sales of new fashions, establish seasonal selling periods, showcase values on key items and help identify key departments.

As understanding of the powerful effects of visual merchandising grew, retailers began using increasingly elaborate fixtures constructed of wood, glass and metals with various finishes to showcase products. In addition, temporary displays made of corrugated material with elaborate graphics



grew increasingly common and the lighting of displays contributed mightily to the effectiveness of visual merchandising.

Today, visual merchandising is an integral component of store design and has grown to encompass other sensory elements such as sound, smell, taste and touch, as well as interactivity. Some retailers also took the concept of visual merchandising to extreme limits with over-the-top store displays that gave rise to the term, "retailtainment."



Contribution to Retail History

The development of visual merchandising practices and their application changed the look of the sales floor and brought a sense of theater to retail. Through visual merchandising, retailers made shopping fun and brought a sense of discovery to their stores. Retailers found visual merchandising tactics to be equally effective at driving sales of price sensitive commodity categories and transforming the most discretionary of products into must have items.

COUPON



Mass Production 1888



Coupons emerged as an innovative marketing tactic in the late 1800s and quickly demonstrated an ability to generate sales.



Thanks to their effectiveness, coupons became an indispensable component of marketing strategies for consumer packaged goods companies, as well as, retailers.

The origins of the first modern coupon can be traced to the Coca-Cola Company. In 1888, the company created a coupon that could be redeemed for a free glass of the new beverage as a means to generate trial and repeat purchase behavior. In the two decades that followed, the company had redeemed roughly 8.5 million coupons and their usage was credited with launching one of the world's most iconic brands.

Other consumer packaged goods companies took notice of the effectiveness of coupons and before

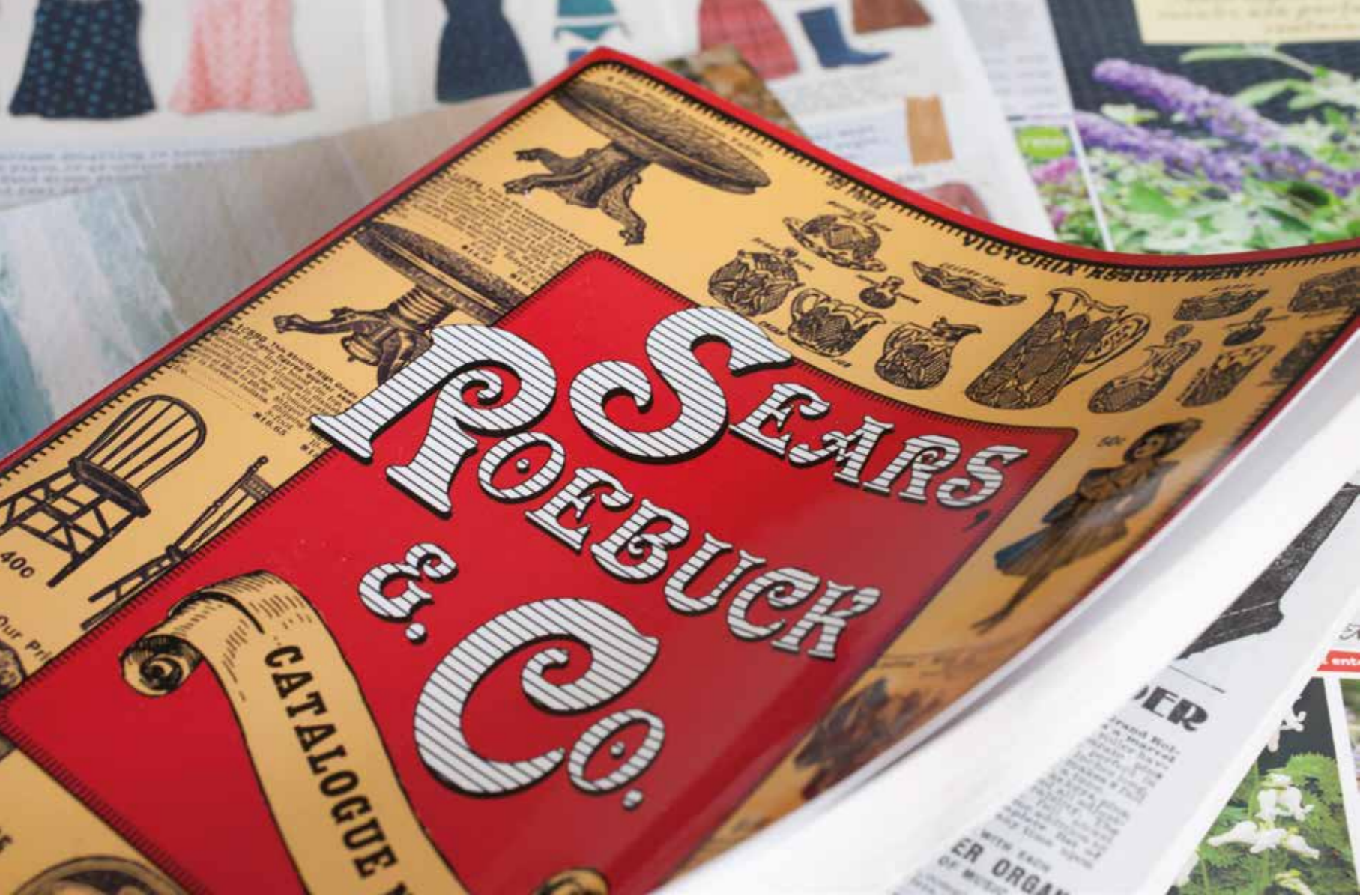
long their usage was widespread. Brand marketers became increasingly sophisticated in their usage of coupons as well, adjusting face values and expiration dates as warranted by economic conditions and shopper sensitivities and deploying coupons as part of an offensive and defensive strategies.

More recently, the traditional physical coupon distributed through magazines, newspapers, direct mail and in store methods, has taken a new form thanks to the advent of digital technology. Brand marketers are now as likely to distribute coupons through email, social media, mobile devices or have incentives directly linked to retailers' loyalty programs to minimize the burden on shoppers to take advantage of the offer. Despite the technological advances, the traditional print coupon remains highly relevant.



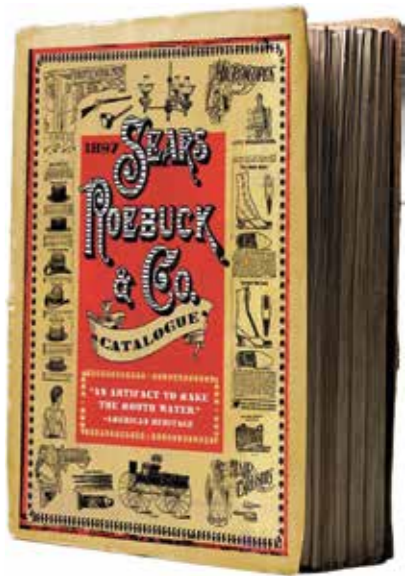
Contribution to Retail History

From the time coupons were first introduced in the late 1800s, they have remained a highly effective strategy to generate sales, target new consumers, and introduce new products. Even with the strategy among several retailers to adapt an everyday low price strategy, coupon usage continued to increase. Brand executives realize the importance of coupons to promote existing products and launch brand extensions and new SKUs.



OBJECT 44

SEARS CATALOG



Mass Production 1888



In 1886, Richard Sears, a railroad agent in Minnesota, purchased a shipment of surplus watches from a Chicago jeweler and sold them for a profit to other station agents.

Struck by this success, he ordered more goods from the jeweler for resale and began advertising his jewelry and watches using a printed mailer. Thus began his business to sell watches through mail order catalogs.

Sears moved to Chicago, Illinois where he met Alvah C. Roebuck who joined him in the business. In 1891 the name of the company was Sears, Roebuck & Co. Julius Rosenwald, a Chicago clothing manufacturer, became a partner in 1895.

The expansion of the US railway system and free postage (in 1896 delivery to US rural areas was free) made the distribution of the Sears Catalogs economical. Sears himself wrote the catalog; by 1894, it had 322 pages and contained other news items. By 1896, there were Spring and Autumn versions; it became bigger and the company began charging recipients a 25-cent fee. In 1897, color sections were introduced.

Richard Sears was a good marketer and had an instinct for compelling slogans. For instance: "Book of Bargains: A Money Saver for Everyone" and the "Cheapest Supply House on Earth". The Sears Catalog also claimed that: "Our trade reaches around the

world". Sears also used testimonials from customers, to reassure and confirm that his prices were the lowest and best value.

The list of goods on offer through the catalog expanded to include sewing machines, sporting goods, musical instruments, saddles, firearms, buggies, bikes, baby carriages, and men's and children's clothing. The 'club order program' encouraged customers to combine their orders with friends or neighbors to share in discounts. By 1898, there were more speciality catalogs – the merchandise reflecting the changes of the time, photo machines, talking machines, and mixed paints.

In 1906, Sears opened its catalog plant and the Sears Merchandise Building Tower, but it was not until 1925 that it began opening physical stores – the first in the Merchandise Building itself. Printed and distributed for 97 years, (the last catalog was produced in 1993) the Sears Catalog became widely known as the 'Consumers' Bible'.

Several years after it officially ceased publication, Sears began producing several specialty catalogs and it now has extended into various online catalogs.



Contribution to Retail History

The grand master of mail order, the Sears Catalog, invented a new category of retailing which was copied and emulated across the world. The catalog can be seen as an early precursor to today's e-commerce retailing. And Sears is now offering Sears Direct services which allows consumers to shop an on-line Wish Book among other types of digital catalogs.

BOTTLE

Mass Production 1894



Bottles were once valuable objects not lightly discarded. Just 150 years ago carbonated drinks would have been sold on-site, in bars, saloons, taverns and restaurants. If you brought a bottle of drink it would have been hand-filled and hand-capped.



Contribution to Retail History

The bottle, which facilitated much of early commerce, enabled distribution of liquid products on an international scale. Today, bottles of all shapes, sizes and colors are mass produced and recycling glass is a major effort throughout the world. The returnable deposit bottle, which still exists today, was an early loyalty and repeat-purchase incentive as customers invariably returned the empty bottles to the store from which they had purchased them and picked up extra items. Today, in many US markets the original milk bottle home delivery service is making a comeback as sustainability and recycling are of paramount importance.

At the end of the 19th century, mass production allowed for greater quantities to be sold but these bottles were still expensive so were returnable in exchange for a deposit. They had a logo imprinted into them so that companies could ensure they got their bottles back.

Here we follow the history of just one famous branded bottle – Coca-Cola – one of the most iconic marketing symbols in retail advertising today. Since 1889, the distinct shape and branding of these bottles has made them collector's items.

In 1894, Joseph A. Biedenharn, a shop owner in Mississippi, began bottling Coca-Cola in a glass bottle called a Hutchinson. The drink had sold well in his store. Biedenharn had also sent a case to Asa Griggs Candler, who owned the Coca-Cola Company, but Candler was not interested in bottling – he preferred to focus on fountain sales.

By 1916, Coca-Cola was using a straight-sided bottle but, concerned it wasn't distinctive enough, the company adopted the famous contour shaped bottle (designed by the Root Glass Company of Terre Haute). In 1923, Coca-Cola six packs were introduced, and by 1928, the amount sold in bottles exceeded the amount sold through soda fountains. The Coke bottle was becoming an icon, and in 1950



it appeared on the front cover of TIME Magazine, the first commercial product to do so.

In 2000, in keeping with the ongoing drive for sustainability, Coca-Cola introduced its ultra-glass contour bottle designed for improved impact and resistance, reduced weight and cost. This was both stronger and lighter, saving around 52,000 metric tons of glass in one year alone. In 2005 new aluminum contour bottles were introduced.



CAMPBELL'S SOUP

Mass Production 1894



Campbell's Soup – and particularly its branding – had a strong impact on American popular culture. Famous for its bright red and white label and the 'children' (created by illustrator Grace Wiederseim Drayton), the branding became even more iconic when in 1962, Andy Warhol created his '32 Campbell Soup Cans', heralding the arrival of pop art.



Drayton drew for Campbell's advertising for nearly twenty years. In the early days, her illustrations used on the labels depicted boys and girls, but over time they began to represent adult professions including policemen, sailors, and soldiers.

Campbell's was a company ahead of its time in terms of production and marketing. John Dorrance, the nephew of Arthur Dorrance, who had taken over the company from Joseph Campbell in 1894, used the knowledge his chemistry degree and PhD gave him to reduce the water content of the company's soups. The condensing saved costs in shipping, packaging, and storage and, in passing some of these savings on to the customers in the form of competitive pricing (a 10oz. can of condensed soup cost 10 cents whereas a 32oz. can of traditional soup was 30 cents), made Campbell's a household name. By 1922, soup was part and parcel of the American company and Campbell's put "Soup" into its name.

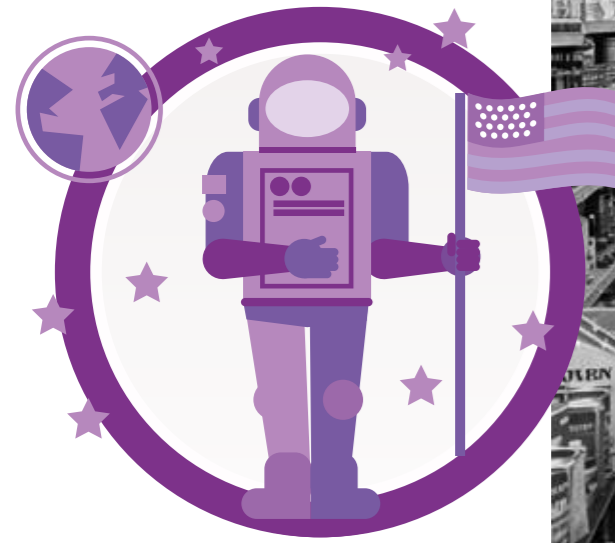
In 1899, when the concept of mass advertising had yet to catch on, Campbell's placed the first advertising on New York City streetcars. Sales of the soup increased by 100 per cent in the City. The first ads included a jingle promoting soup and a large illustration of a red-and-white can of Campbell's soup.



Contribution to Retail History

The Campbell's name is a classic example of how an iconic brand has survived the test of time since it was founded in 1869. Campbell's Tomato Soup, which represents the epitome of branded packaging, marketing and advertising, remains one of the top 10 shelf stable foods sold today. The simple tomato soup, which is now a part of pop

culture, illustrates how a brand subtly evolved over time, yet retained its defining characteristics while remaining relevant to consumer tastes and trends. With its tag line, "Real food that matters for life moments," the company has a major presence at retail today with such brands as Pepperidge Farm, Goldfish, V8, Swanson and Prego.



OBJECT 47

SUPERMARKET

Modern Shopping 1900s

Contribution to Retail History

The supermarket revolutionized food shopping in the early 1900s based on an extensive selection of food and nonfood products, self-service, competitive prices, brands, and convenience under one roof. Supermarkets remain the dominant channel of retailing as well as innovators in new technology, distribution, food safety, e-commerce, delivery and new products such as organic and proprietary brands.



the convenience of a retail format that allowed them to satisfy a broader range of needs at a single store.

Supermarkets became the largest single retail channel in advanced economies and their large market share made them a target of competitors. The traditional supermarket industry has come under tremendous pressure, particularly in the United States, where large format stores, known as supercenters, gained favor with shoppers. Additional pressures were exerted as alternative retail channels such as drug stores, dollar stores and hard discount stores with limited assortments and sharp pricing, expanded offerings of food and consumables as a means to generate traffic.

Despite significant challenges in recent decades, the supermarket remains a dominant format characterized by food as its core product offering. The concept of the supermarket continues to evolve to keep pace with shifting family structures and lifestyles that affect consumption patterns. An increased emphasis on the availability of prepared or easy-to-prepare foods at some supermarkets has led to an increasingly blurred distinction between the traditional supermarket and some segments of the food service industry.



Food shopping and the retail industry changed forever with the advent of the modern supermarket in the early 1900s.

Consumers receptive to the concept of self-selecting food, consumables and other products essential for daily living in one location adjusted their purchase patterns and fuelled growth of the supermarket industry.

Supermarkets represented a new approach to food shopping and shopping in general. As the name implied, the supermarket created a new set of expectations and elevated the store experience for shoppers who were accustomed to the more limited and food-oriented product assortment of traditional grocery stores. The larger format supermarkets were able to elevate the food shopping experience through increased offerings and more appealing merchandise presentations designed to stimulate demand. Supermarkets also satisfied a broader range of shoppers' needs, because they were larger and could allocate the increased selling space to product categories such as household essentials, non-food products, health and beauty aids and ancillary departments such as pharmacies, bakery, floral, banking, dry cleaners and movie rentals.

The combination of product categories, services and store experience proved popular with shoppers who were leading increasingly busy lifestyles and valued



ESCALATOR

Modern Shopping 1901

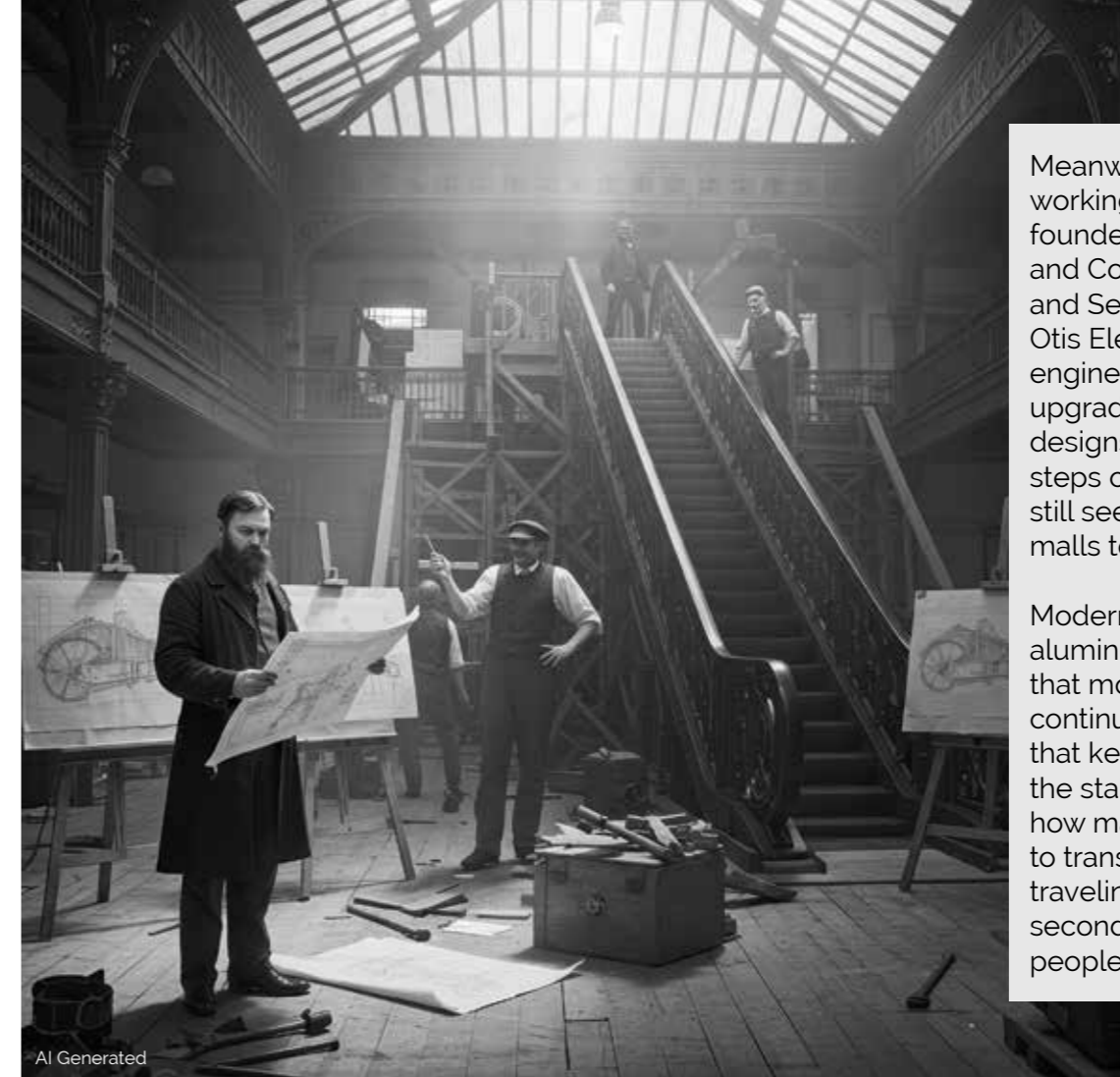


"Going up!" We're all accustomed to department stores having floor upon floor of products. Sportswear and electricals in the basement. Up a flight and there are the cosmetics on the ground floor. Travel up again and you see the fashion goods and perfumes, menswear, women's wear. The escalator gave birth to vertical shopping.



It began as a novelty ride at the Old Iron Pier at Coney Island, New York, when in 1896 Jesse Reno put passengers on a moving stairway that took them up on a conveyor belt at a 25-degree angle. He had patented his moving stairs or inclined elevator in 1892. A previous patent had been granted in 1859 (to Nathan Ames of Massachusetts) for a steam driven unit called 'revolving stairs', but this was never built.

In 1897, along came another inventor, Charles Seeberger, with a revamp. His word for his moving stairs - 'escalator' - came from the Latin 'scala', meaning steps. In 1899, Seeberger started working with the Otis Elevator Company to get his first commercial escalators into production at the Otis factory in Yonkers, New York. In 1900, the wooden escalator they had created won first prize at the Exposition Universelle in Paris.



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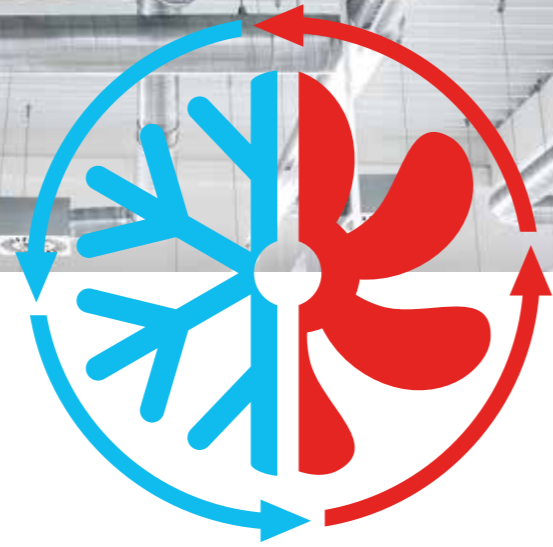
Meanwhile, Jesse Reno was still working on his own designs and in 1902 founded the Reno Electric Stairways and Conveyors Company. Both Reno and Seeberger sold their patents to the Otis Elevator Company. The company's engineers, led by David Lindquist, upgraded the Reno and Seeberger designs by creating the 'cleated' level steps of the modern escalator that we still see in our stores and shopping malls today.

Modern escalators have single-piece aluminum or stainless steel steps that move on a system of tracks in a continuous loop, with moving handrails that keep pace with the movement of the stairs. Designs vary according to how many people they are expected to transport. A single-width escalator traveling at 1.5 feet or 0.46 meters per second can move an estimated 170 people every five minutes.

Contribution to Retail History

Being able to move a large volume of people around a store and up and down shopping mall levels, with ease and in comfort, helps encourage sales. But it's not just about mobility. Escalators are invariably located in the center of the store or mall and provide customers with a bird's-eye view of merchandise, optimizing the retailers' opportunity to promote goods and offers. Today, stores are installing escalators designed to take a shopping trolley so that customers can keep their purchase with them as they journey through the store.





OBJECT 49

AIR CONDITIONING

Modern Shopping 1902



The desire to be able to chill the temperature of the immediate surroundings can be traced back for centuries; Ancient Egyptians, Ancient Romans and the Han Dynasty in 2nd century China all tried various ways to cool the air around them.

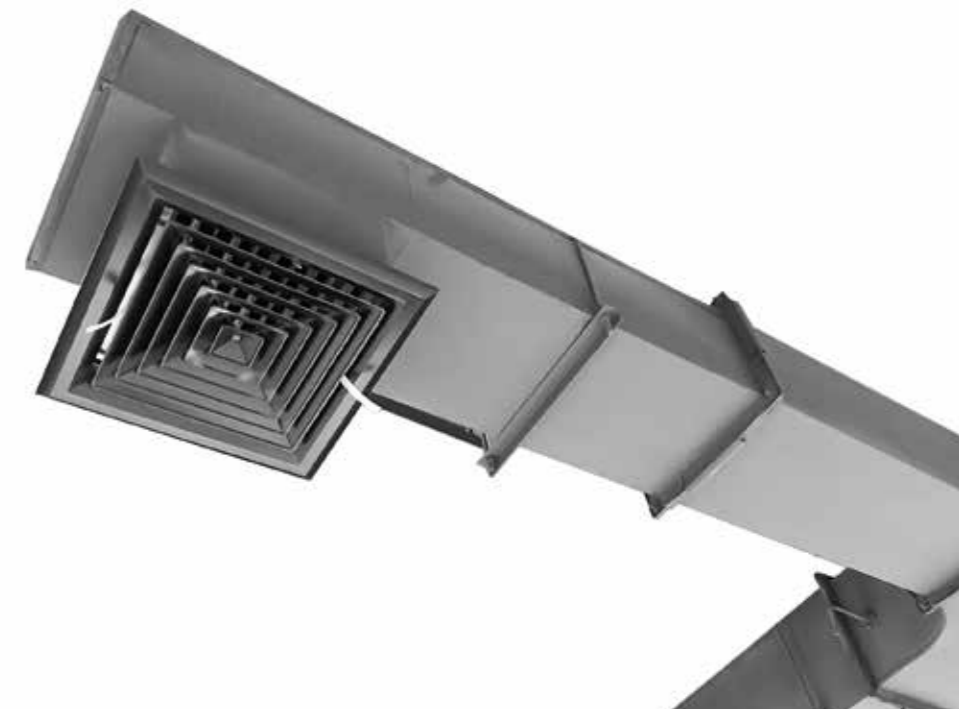


The father of modern air conditioning, however, was an American Cornell University graduate, Willis Haviland Carrier. The first air conditioning unit, designed and built by him in Buffalo, began operation in July 1902. In 1906, he lodged his first patent for 'The Apparatus for Treating Air'.

Five years later, in 1911, Carrier told the American Society of Mechanical Engineers about his new formula for calculating air conditions. He said he had worked it out while waiting for a train on a foggy night, and that by the time the train arrived at the station, he had understood the dynamics between temperature, humidity and dew point. That formula is still in use today.

Controlling humidity levels before and after production, led to improvements in many products including, film, tobacco, processed meats, medical capsules and certain textiles. In 1921, Carrier patented his centrifugal refrigeration machine. It was the first practical method for cooling large spaces and it was a safer and more efficient method for chilling air.

Three years later, several Carrier centrifugal chillers were installed in the JL Hudson Department Store in Detroit, Michigan. Shoppers loved to shop in the new 'air conditioned' stores and not surprisingly, the movie theaters were the next to install them. In 1928 the Carrier systems began being installed in domestic homes, now under the name residential "Weathermaker".



Contribution to Retail History

The ability to create a controlled and comfortable environment has been a critical component for shopping year-round and is often taken for granted. Air conditioning has enabled extensive retail development in extreme climate cities such as Las Vegas, Kuwait City, Dubai, and Singapore, which boast some of the largest and most innovative shopping malls in the world.

OBJECT 50

CLOTHES HANGER

Modern Shopping 1906



Whatever type of clothes hanger we use today – metal, wood or plastic – it drapes our shirts, blouses, jackets, trousers, and skirts, as if the clothes were sitting on our own ‘human’ shoulders.

Row after row of clothes sit on these humble hangers, ready for us to purchase throughout stores all over the world.

In 1903, Albert J. Parkhouse, heard his co-worker at the Timberlake Wire and Novelty Company in Jackson, Michigan, complain that there were not enough hooks to put his coat on and set about solving the problem. Parkhouse bent a piece of wire into two ovals, with ends twisted together to form a hook. The first recorded retail use of the early hangers was in 1906 in Grand Rapids, Michigan, when Meyer May, a men’s clothier, was the first to use them to put his merchandise on.

Parkhouse did patent his invention, but he was not actually the first. That credit goes to O. A. North of Connecticut, who in 1869, took out a clothes hook patent. (It should also be acknowledged that some histories credit the US President, Thomas Jefferson, with inventing the first wooden hanger.) In fact, in the USA, there have been many patents for various types of clothes hangers; over 200 have been counted to date.

The Parkhouse wire clothes hook was further improved in 1932 when Schuyler C. Hulett received a patent for putting cardboard tubes onto the upper and lower portions of the hook, so that when freshly washed clothes were put over them they did not crease. In 1935, the next evolution was seen in the



form of a hanger with a tube on the lower bar, the invention of Elmer D. Rogers.

Over the years, hangers have become carriers for the name of the brands as well as the clothes themselves, but the basic principles of their design have remained pretty much the same. They remain an excellent example of form following function.



Contribution to Retail History

Use of hangers enabled retailers to easily move and display rails of clothing at any given location on the shop floor. Garments were displayed with more efficient use of store space and to far better effect – increased, and more accessible to browsing customers, making it easy for them to see what was in style and in stock and encouraging closer scrutiny and handling. The clothes hanger also enabled more efficient distribution of merchandise between the manufacturer and the store.





OBJECT 51

FLOAT & ARMORED GLASS

Modern Shopping 1909



We call it 'window shopping'. We walk along the High Street, stare at the clothes or other products in the windows, but probably take for granted the glazing through which we're gazing. However, the allure of the artfully arranged window displays that draw us in to spend money only works because of the developments in glass-making techniques that made such 'walls' of glass possible. We call it 'window shopping'.

We walk along the High Street, stare at the clothes or other products in the windows, but probably take for granted the glazing through which we're gazing. However, the allure of the artfully arranged window displays that draw us in to spend money only works because of the developments in glass-making techniques that made such 'walls' of glass possible.

In the late 17th century, the French began using grinding and polishing techniques to produce the first plate glass, but at that time it was something only the rich could aspire to own. The French Revolution and the English Industrial Revolution coincided with a revolution in glass manufacturing, using compressed air to produce better, flatter, glass panes.

By the 1860s, store and office buildings were using plate glass. In the 20th century, machines could produce sheet after sheet of flat glass for windows. That glass became stronger and tints were applied. In 1903, laminated glass was 'accidentally' discovered when a French chemist, Edouard Benedictus, dropped a glass beaker on the floor. It didn't break completely apart as it was coated with plastic cellulose nitrate.

When Harry Gordon Selfridge came to build his Oxford Street store in the early 1900s, he invested £400,000 (a small fortune) acquiring a series of Georgian buildings and turning them into a steel framed, five-storey department store. The store opened in 1909, complete with cast iron window frames and glass windows measuring over 19 feet by 12 feet. A revelation, now passers-by were confronted with merchandise displays that drew them in. 'Lifestyle' tableaux, seasonal goods, working televisions – the windows provided a 3D advertising hoarding.

In the 1950s Sir Alistair Pilkington and Kenneth Bickerstaff, developed the 'float' glass manufacturing technique (produced by heating a furnace to 1500°C and then allowing the molten liquid inside the furnace to flow through molten tin). The molten glass floats because the density of materials is different and it is this technique that gives the flatness to the surface of the glass. This float glass became commercially successful during the 1960s and is still manufactured and in use across the world today.

Contribution to Retail History

The shop window displays made possible by these glazing techniques became key to the retailers' ability to persuade passing trade to step through the door. In the age of online shopping, the role of window merchandising is even more vital. Since many customers go out as much to browse as to buy, the power of attraction rests heavily on the view through the window. Today, glass has become a key component of retail architecture for some brands – witness Apple stores' use of it as a central tenet of their retail design philosophy.



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OBJECT 52

SELFRIDGES' LAVATORY

Modern Shopping 1909



In the mid-19th century, the concept of one-stop shopping in the form of the Department Store, Galleria and Arcade arrived. These places were destinations in their own right, offering a shopping environment that respectable people were keen to experience.

The new well-off urban population was attracted in their thousands, not just to shop, but also to socialize, often spending the entire day out in the process. But, if respectable persons were to be encouraged to dwell, shop, and mingle, where were they to answer the inevitable call of nature?

At this time, no real provision was made for women; they trained themselves not to need to use facilities when away from the domestic environment and if they really had to do so, they excused themselves from company and managed as best they could, with non-existent, or at best, primitive amenities. All this was changed with the arrival in London at the turn of the century of Harry Gordon Selfridge.

Harry was determined to build the best store in the world; he already had 30 odd years' experience in Chicago running Marshall Fields, at that time probably the number one Department Store in the US.

Harry Selfridge positively encouraged customers to spend as long as they wanted in the store, with free entrance, impressive window displays, touchable merchandise, longer opening hours and the widest range of merchandise and store services yet available. But as well as being a great merchant, Selfridge understood that in-store services would also be key to happy customers. So, he invested behind the scenes, not least by providing what were really the first public in-store lavatories for men and women. A long established competitor of Selfridges, Whiteleys in Bayswater, did provide some toilet facilities, but these were private, for customers only and were very rudimentary affairs. Not so at Selfridges, where, by the standards of the day, the facilities were lavish, with enclosed cubicles, wash basins with hot water, easy chairs, mirrors and attendants to help. And importantly, given the stores dictum of 'spend all day here, and you don't have to buy anything', the lavatories were public.

Contribution to Retail History

The public lavatories were an innovation that was hugely welcomed by the public. Important as they were in their own right, the lavatories were also a demonstration of an emerging 'customer services' retail ethos – something that has continued to define and differentiate retail brands ever since.

ALLEN KEY

Modern Shopping 1910



The Allen Key (or wrench) is a brand name we have all become familiar with. We use these hex keys to screw and secure various devices but most commonly we reach for them when we take home, unpack and need to self-assemble our DIY furniture.



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Around 1911, The Standard Pressed Steel Company (an American manufacturer which made shaft hangers and collars using set screws) is said to have first used the 'unbreakable' screw.

At that time known as the 'Unbrako', it became a world leader in its mass production. The founder of SPS was Howard T. Hallowell, Sr. He wrote: "For a while we experimented with a screw containing a square hole like the English screw, but soon found these would not be acceptable in this country, the US. Then we decided to incorporate a hexagon socket into the screw." He called his method 'the internal-wrenching hexagon drive.'

These headless set screws were well received by safety campaigners, who were keen to see them used on the pulleys and shafts in factories at that time. Headless screws were less likely to catch the clothing of workers and risk pulling them onto the running shafts.

At around the same time (1909 – 1910), William G. Allen had patented a method of 'cold-forming' screw



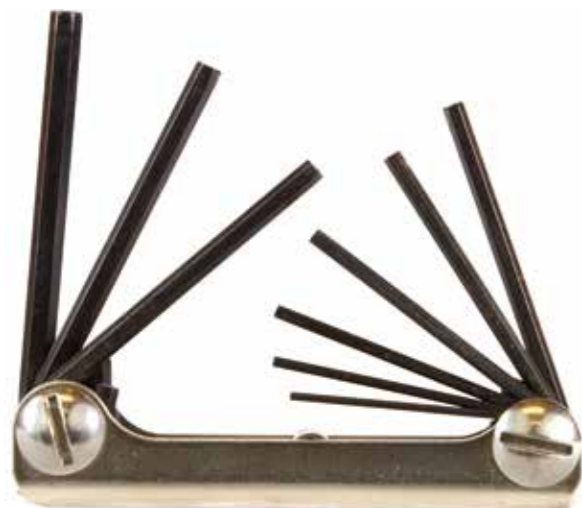
heads around a hexagonal die. We don't know if Hallowell used this same method or some other for his screws. Advertisements for the 'Allen safety set screw' were published by the Allen Manufacturing Company of Connecticut from 1910. The company trademarked the name 'Allen wrench or key' for its range of hex wrenches in 1943. The trademark is now owned by the Apex Tool Group.

In the Second World War the push for more production of every kind saw hex or Allen keys come into even wider use. Popular science magazine wrote in 1946: "Cap screws and set screws with heads recessed to take hexagonal-bar wrenches are coming into increasing use." The popularity of the Allen key continued to grow and it is now sold in different sizes in countries all over the world.



Contribution to Retail History

The humble Allen Key facilitated a boom in the sale of flat packed goods for home assembly and today the majority of DIY furniture sold requires this tool which is included with the original package. The development of the Allen Key also resulted in the emergence of a new kind of DIY store, of which IKEA is the best recognized around the world. IKEA and numerous other retailers have created lifestyle furniture collections that consumers can assemble inexpensively and easily, with the help of an Allen Key, in their own home.





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The French engineer and chemist, Georges Claude, was the first person to apply an electrical discharge to a sealed tube of neon gas to create a light, and his first neon lamp was unveiled in 1910, in Paris. He patented his neon lighting tube in the United States, in 1915.

The application of Claude's new technology quickly followed. His company, Claude Neon, sold two neon gas signs to a Packard car dealership in Los Angeles in 1923. The signs said 'Packard' and each sign cost \$1,250. The idea quickly took off and others began using neon lighting (nicknamed 'liquid fire') for their outdoor advertising too. By 1924, Claude Neon franchises had appeared in 14 major cities across the US, and in 1927, the company could claim that it had created 611 out of the 750 neon signs on display in New York City.

After the Second World War, plexiglas shadow boxes with fluorescent lighting displaying letters and graphics, took over from neon. In the US, many neon signs were switched off during the wartime blackout period and were never switched back on again.

However, from the late 1970s, a neon revival began and today retailers and advertisers continue to harness its appeal as a material for signage. From Times Square in New York, to Piccadilly Circus in London, to the Akihabara district of Tokyo, brands and retail outlets use neon to arrest the attention of passers-by. Architects and merchandisers incorporate neon to add illustrative flourishes to the interior and exterior of buildings – from simple 'open/closed' signs to artistic creations that create unique abstract sculptures by 'drawing' with light.



OBJECT 54

NEON LIGHTING



Modern Shopping 1910



Neon comes from the Greek 'neos' meaning 'the new gas'. William Ramsey and M. W. Travers in London discovered neon gas, in 1898. It is made by liquefying air and it is separated from other gases by fractional distillation.



Contribution to Retail History

Neon signs broke new ground in retail advertising and transformed the urban landscape of many cities around the world into an eclectic showcase of flashing lights. More recently, LED screens have also become part of the neon landscape in major cities broadcasting various product advertisements and news programs.



OBJECT 55

SHOPPING BAG



One observant Minnesota grocery store owner, Walter H. Deubner, wanted to increase trade at his store. He noticed that what people purchased was limited by what they could carry.

Modern Shopping 1912

Four years later, he had developed a prefabricated inexpensive package – a paper bag with a cord running through it. This 'Deubner Shopping Bag' was easy to use and strong enough to carry up to seventy-five pounds of groceries. The bags cost five cents each. Deubner patented his bag in 1912 and within three years, he was selling over a million shopping bags a year.



The inventor of the modern lightweight plastic shopping bag was the Swedish engineer, Sten Gustaf Thulin. He created a bag, made in one piece from a flat tube of plastic for the packaging company Celloplast, who patented it worldwide in 1965. It was strong and



could carry a lot. The company was a pioneer in plastics processing and expanded across Europe and the US to manufacture shopping bags. The US petrochemicals group, Mobil, overturned Celloplast's US patent in 1977.

The Dixie Bag Company, of Georgia, the Houston Poly Bag and Capitol Poly all developed the manufacturing techniques further and grocery chains began to use plastic (or polyethylene) bags instead of paper ones. By the mid 1980s, plastic bags were being used to carry shopping by consumers the world over.

Often referred to as the 'single use bag', what was once a consumer benefit has since become an environmental concern. Many retailers are attempting to minimize and in some cases, eliminate plastic bags, even though they are recyclable and biodegradable, and encouraging shoppers to bring their own bags. With as many as 1 trillion plastic bags being used each year globally, retailers and consumers are more conscientious than ever about the impact on the environment.

Contribution to Retail History



Polythene shopping bags increased the average transaction value by enabling customers to purchase and transport more products. The bags also provided a relatively cheap but highly visible way for retailers to promote their brand. In recent years, retailers have encouraged customers to move towards stylish and earth friendly bags, which are customized to the retailers and company brands, in order to reduce the use of plastic.



DELIVERY VAN



Modern Shopping 1913



From the mid-20th century, home delivery of retail goods became common across the developed world. Perishable products such as milk, eggs, fruit and vegetables were delivered weekly or even daily to customers by local farms and suppliers.

As well as delivering to order (such as the daily milk round), grocers, bakers, fishmongers and others would drive their vans from place to place (to a regular schedule), park up and sell before moving on to the next destination.

They were called 'step vans' because a deliveryman could step-up into one via low van steps built under the doors. It became a standard truck type widely used by delivery services, courier companies and parcel post.

It was the Ford Model T that first brought the delivery van within the reach of high street businesses (the American Messenger Company in Seattle, Washington, founded by James Casey, started using its first Model T delivery car in 1913), followed by the purpose built light vans, after 1945. The first generation of compact vans appeared in the US in the 1960s, borrowing their design from the Volkswagen Bus.

The growth in private car ownership, coupled with the advent of the supermarket and out-of-town retail shopping centers, saw a decline in use of the van for home delivery services during the last quarter of the 20th century. However, the past decade has seen a resurgence in use as the massive growth of online shopping has reinstated the delivery van in its pivotal position at the end of the retail distribution chain.



Contribution to Retail History

While the delivery truck has always been a critical component in the retail distribution process, skyrocketing e-commerce sales have put further emphasis on the importance of the delivery van. The development of electric vehicles, self-driving autonomous trucks, and drones will impact the future of traditional delivery and revolutionize the distribution process for greater efficiency, better on time performance and a more environmentally friendly method.





OBJECT 57

CALCULATOR

Modern Shopping 1914



In 1642, a Frenchman, Blaise Pascal, invented the 'Pascaline' - a mechanical calculator that could add, subtract, multiply and divide.

However, it was not until nearly 200 years later that the principles of the mechanical calculator were adapted and adopted for commercial use.

The Arithmometer, invented in 1820 and produced in 1851, became the first real success story. By 1890, around 2,500 devices had been sold. The manufacturing boom of the Industrial Revolution allowed better models to be produced en masse. Between 1820 and 1914 the calculator went from being something that only the rich could afford, to being heavily used in commercial environments.

In 1902, James L. Dalton (an American), made a new push-button design and called it the 'Dalton Adding Machine'. In 1948, the Curta calculator was developed. It was small and portable enough to hold in your hand. In the 1950s and 1960s, as computer technology developed, so too did calculators, and increasingly they were built into machines.

The first prototype of a hand-held calculator was developed by Texas Instruments in 1967 and was

called 'Cal Tech'. By 1970, the Japanese were making the first portable calculators which incorporated rechargeable batteries and used just a few chips of low power consumption. Today, calculators are ubiquitous, found in every device and enabling instant calculation anywhere.

Contribution to Retail History

Calculators expedited accounting processes throughout the supply chain making it easier and more streamlined for retailers not only at the point of purchase but also in the back of house. Conversely, calculators helped customers to better calculate and manage the overall cost of their shopping basket. Over the past decade, smartphones put a calculator at the fingertips of every user eliminating the need for separate devices and enabling instantaneous price comparisons, discount offers and other calculations including currency conversions.



CHECKOUT

Modern Shopping 1916

The modern checkout, consisting of a payment processing station staffed by a cashier, is a foundational element of the self-service retail experience that rose to prominence in the early 1900s.



The retail industry is dependent on properly functioning checkouts with billions of transactions processed at millions of merchant locations worldwide every day.

The concept of the checkout has existed since buyers and sellers first completed transactions at centralized locations. Early checkouts of the modern retail era were manual, requiring cashiers to key prices and process payments that were made by cash, cheque or early forms of credit. As retailing advanced to the chain store age, the modern checkout emerged to

define the customer experience and play an important role in the industry's development.

It was the development of the barcode that significantly revolutionized the checkout by improving speed, accuracy and ease of use for shoppers and retail cashiers. Retailers who embraced the technology gained an important competitive advantage and came to recognize the powerful impact the checkout could have on shoppers' perceptions of the store experience. As such, the checkout became the focus of intense process

improvement efforts and innovations. The conveyor belt and bagging turnstiles were introduced to accelerate throughput.

Retailers' efforts to minimize shoppers' waiting times also led to the introduction of express lanes for use by those with a limited number of items or guarantees that additional checkout lanes would be opened if the number of people in line exceeded a certain amount.

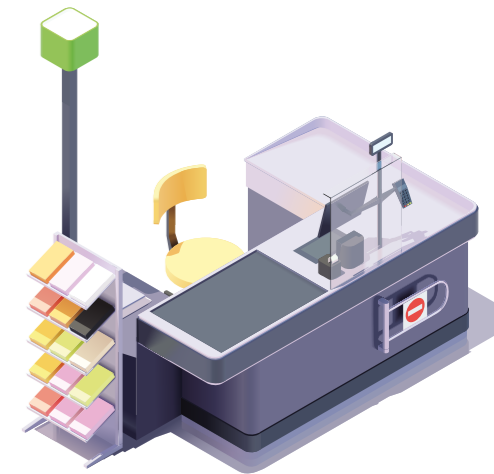
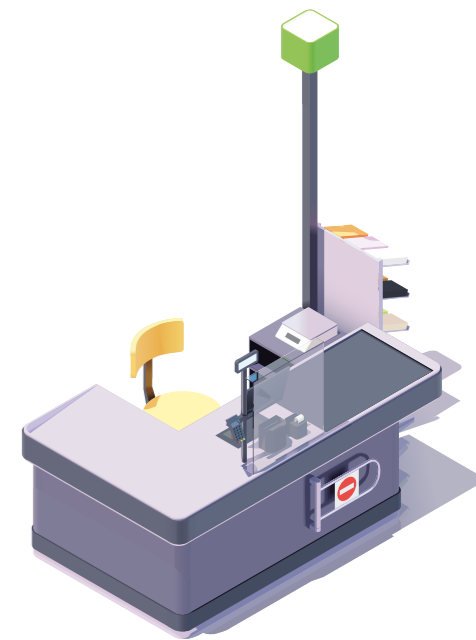
More recently, the checkout has continued

to evolve thanks to technological advancements and checkout configurations that enable shoppers to self-scan merchandise without the aid of cashiers. Likewise, the growth of e-commerce has introduced a new type of digital check where the principles of speed, accuracy and ease of use remain equally relevant. Newer advancements on the digital front are facilitating a range of mobile checkout possibilities that represent the next stage of evolution for the checkout.



Contribution to Retail History

Centralized checkouts gave retailers the ability to quickly and accurately tally customers' purchases and process payments. The checkout contributed to the rise of self-service retail and reshaped shoppers' expectations of the store experience. As such, it became a key consideration in store design and exerted a powerful influence on decisions relating to operations, marketing and merchandising.



CONVEYOR BELT



Modern Shopping 1919

Conveyor belts began in the latter half of the 17th century, devised as a way of moving grain sacks over short distances. They worked by allowing a belt made of leather, canvas or rubber to travel over a flat wooden bed.



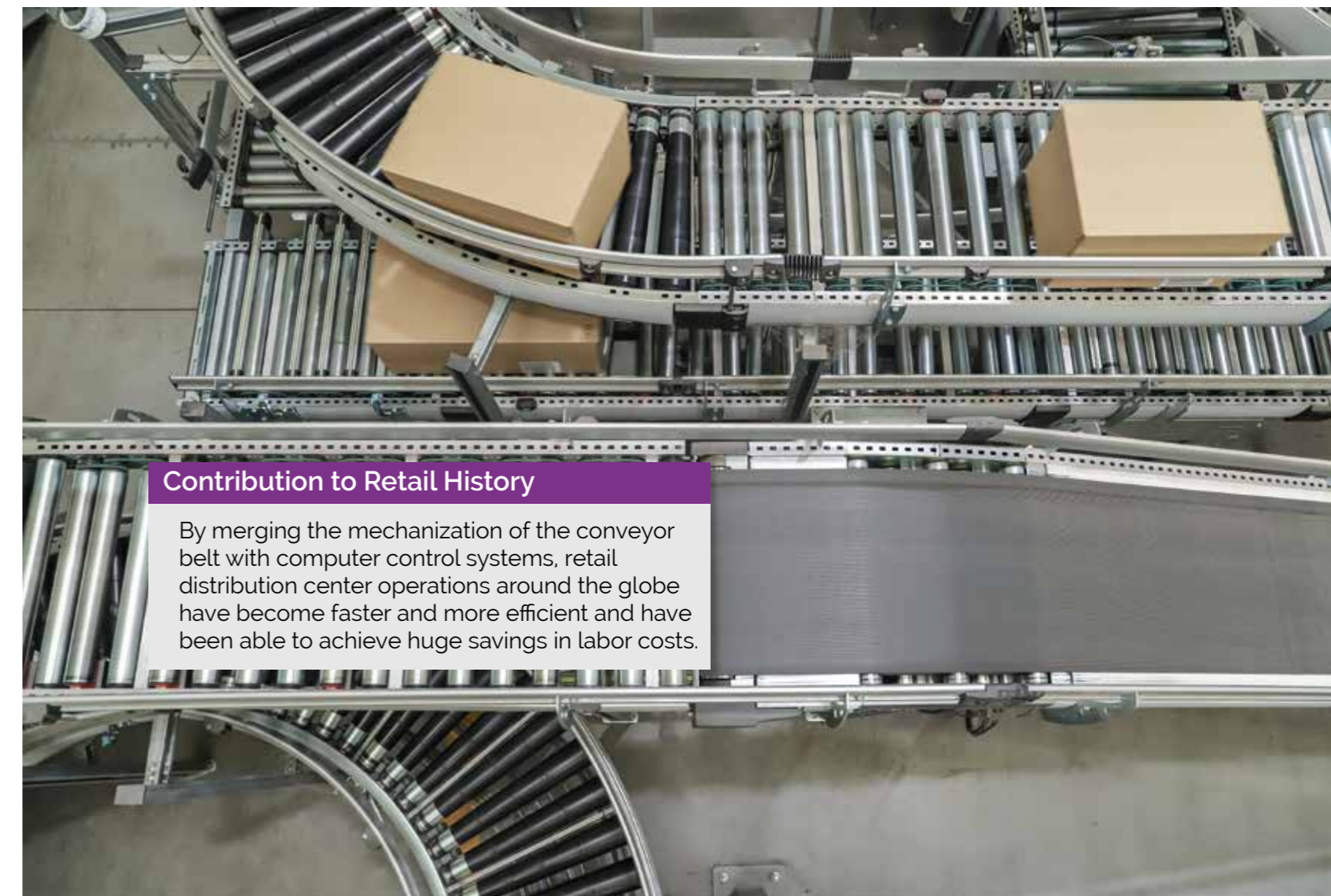
By the beginning of the 20th century, their usage and development were more widespread.

In 1908, Hymle Goddard of the Logan Company was the first to receive the patent for the roller conveyor but it did not do well. In 1919, powered and free conveyors were used in automotive production and then in coal mines. In the Second World War, synthetic conveyor belts (PVC and rubber) were introduced. During the second half of the 20th century, engineers perfected internally powered conveyor rollers and motorized pulleys that eliminated costly maintenance procedures.

The conveyor belt rapidly became an integral component of virtually every stage of the retail supply chain. Conveyor belts transport raw materials from the point of extraction. Production assembly lines use them to choreograph and conduct the process of making, assembling and checking goods. Within the retail environment, conveyor belts are essential to delivering a streamlined checkout process. Warehouse and distribution centers rely on them to move stock in and out.



AI Generated



Contribution to Retail History

By merging the mechanization of the conveyor belt with computer control systems, retail distribution center operations around the globe have become faster and more efficient and have been able to achieve huge savings in labor costs.



Then, as now, the foundational success of the shopping center lies in its powerful appeal as a destination where shoppers can satisfy a wide range of needs and wants for products and services.

Shopping centers perfectly illustrate the adage that the whole is greater than the sum of its parts. Physically locating numerous retail stores at a single location made the shopping center a compelling destination. In turn, retailers' prospects for success improved because they benefited from higher levels of shopper traffic than they could have generated independently. In addition, for retailers who occupied shopping centers, a host of business considerations were simplified or eliminated. Unlike operators of standalone stores, shopping center tenants were freed from issues related to real estate site selection, construction and a host of operational and maintenance considerations.

The forerunner of the modern shopping center is recognized as the Country Club Plaza, developed by the J.C. Nichols Company near Kansas City, Missouri, in 1922. Three decades later in 1954, the concept of the shopping center experienced a major turning point with the opening of the first enclosed mall called 'Southdale' near Minneapolis, Minnesota.

Enclosed malls were incredibly popular. The mall became a retail phenomenon and from the 1960s through the 1980s, enclosed malls grew rapidly and transformed the retail landscape.

As mall developers strived to create ever more powerful destinations, mega malls, such as the West

Edmonton Mall in Alberta, Canada and the Mall of America in Minneapolis, emerged in the 1980s. These structures broke new ground in the world of shopping center development by including food, entertainment and amusement options among their extensive retail offerings. The combination elevated the mega mall to the status of a tourist destination.

While the word "mall" has become synonymous with shopping center, retail destinations today take many different forms and go by names such as strip center, power center, outlet mall or lifestyle center. Their approach to site selection, architectural design and tenant mix, varies. Each relies on the fundamental principle that retailers' exponentially increase their prospects for success when assembled together to create a shopping center.

Contribution to Retail History

The shopping center represented the earliest form of retail development and established the philosophy that a mutually beneficial effect was created by assembling a group of retailers together to form a destination. This foundational principle shaped shopping center development over the centuries and continues to do so today. The shopping center has evolved to become not only an eclectic collection of retail shops, but a multi-use entertainment complex as well that features numerous restaurants, live shows and events, amusement park type areas, plus hotels and office space.

OBJECT 60

SHOPPING CENTER

Modern Shopping 1922



The shopping center is a concept as old as commerce itself as early merchants were quick to recognize the value of gathering at a centralized location to peddle their wares.



OBJECT 61

TANNOY

Modern Shopping 1926



While Tannoy is widely used as meaning a generic public address system it is in fact a trademark belonging to Tannoy, a manufacturer of loudspeakers and Public Address systems, first established in 1926.



AI Generated

Contribution to Retail History

As supermarkets and retail outlets expanded and developed enormous footprints, the deployment of PA (or 'Tannoy') systems in stores became standard. Amplified sound enabled management to direct operations. For example, additional staff to occupy checkouts, clean spillages or report to another member of the team could be called so that the supervisor didn't have to travel the entire shop floor. The system also enabled the introduction of piped 'muzak' throughout the retail environment, creating a more convivial shopping ambience. The PA's potential as a communication media for tactical promotions was also quickly seized upon, enabling announcements regarding special offers and sampling opportunities to be broadcast to every customer at once, irrespective of their location within the store.



However, the first working PA system was invented in the United States by Edwin Jensen and Peter Pridham. In 1915, their company, Magnavox, created the first ever dynamic loudspeaker. Prior to that, PA systems were in effect, just a funnel or bullhorn without any form of electronic amplification.

Amplified PA systems underwent rapid development during the Second World War. In the UK, Tannoy became a household name. These days, the word Tannoy is synonymous with sound, appearing in the dictionary as: 'a communications system with loudspeakers, used for making announcements in public buildings.' The phrase 'Over the Tannoy' is universally used to describe a PA announcement.

AEROPLANE

Modern Shopping 1930s



The famous Wright brothers, Orville and Wilbur, made the first successful experimental flight on 17 December 1903, in which their aeroplane took off and landed with a man on board. In the first of three flights that day, their aeroplane flew to an altitude of 10 feet, travelled 120 feet, and landed 12 seconds after take-off.

During the first half of the 20th century, innovations in flight and plane design blossomed, achieving another key landmark with the development of the jet engine in the late 1930s by two engineers: Frank Whittle of the UK and Hans von Ohain of Germany. In the second half of the 20th century, it was the passengers and the tourist industry that began to reap the rewards of modern flight.

In 1969, the Boeing 747 was unveiled and in the same year the Aerospatiale-BAC Concorde supersonic passenger airliner made its maiden flight. The Boeing 747 was the largest commercial passenger aircraft ever to fly. It still carries millions of passengers each year, but it has now been overtaken in size by the Airbus A380. A double-decker, wide-body, four-engine jet airliner, the Airbus A380 is the world's biggest passenger airliner. Many airports have had to upgrade their facilities to accommodate it because of its size.

Tourism is now an essential activity for many economies and the business travel audience also accounts for a significant percentage of travel, as we become an increasingly global economy. In 2024, there were over 1.4 billion international tourist arrivals worldwide and numbers are set to rise. No previous generations have been able to travel so freely and so widely.



Contribution to Retail History

Air travel opened shoppers' eyes to wider retail horizons; package holidays took them to new places and soon the relative speed and ease of flight prompted people to cross continents just to shop. For the supply and distribution chain, aeroplanes opened up a world of opportunity – literally. The ability to airfreight fresh goods and have them arrive at their destination in hours transformed the supermarket shelves, the concept of seasonality, and the shopping habits of consumers.



Contribution to Retail History

In the Soviet economy, the sale of goods was a centralized process. Items and produce were brought to central depots for distribution through specific points of sale. In direct contrast, the Kvass barrel, alongside the beer barrel, was a way of distributing a high demand, perishable product quickly and efficiently, on every street corner, creating a myriad of 'pop up' retail distribution points. An important example of street vending in the Soviet Union, the Kvass barrel paved the way for other goods to be sold in this way, with numerous mobile food and drink vending points throughout streets of Russian cities, e.g. chains like Kroshka-Kartoshka.



AI Generated

OBJECT 63

KVASS BARREL



Modern Shopping 1930s



Kvass has been enjoyed in Russia and across parts of Eastern Europe for centuries, by every social group from Tsars to peasants.

Even today, in the summer you will see people lining up to purchase a glass of this tangy beverage from the street vendor's barrel.

Kvass is a drink made from stale, dark, sourdough rye bread. It's brown and bubbly, with a beer-like taste, but its alcohol content is so low (less than 1 percent that it's considered non-alcoholic (although if left to ferment for long enough, the alcohol content will increase). It might be flavored with herbs, strawberries, raisins, currants, lemons, cherries, apples or mint. Hailed as one of the most thirst-quenching drinks

available, Kvass is also considered to offer health benefits too, acting as both an isotonic and probiotic.

Kvass was often made at home; commercial production of it only began in the late 19th century. But, such is the product's short shelf life (just a few days) it was frequently sold on the street, directly out of bright yellow mobile, barrel-shaped tanks. Customers would queue up to buy it by the glass, or in larger volumes, decanting it from the tank into the vessels they had brought from home.



AVOSKA SHOPPING BAG

Modern Shopping 1935



It looks like a basketball net, but in fact, it's a bag, widely used by Russian shoppers (both women and men) since the 1930s.

The string bag scrunches up into something that fits into your palm, and is easily put in a handbag or briefcase when you leave for work. When you later go to shop, you have a robust, capacious grocery bag.

The Avoska bag dates back to 1935 and the word avos means 'maybe' or 'perhaps' in Russian. At that time in the USSR, many goods were scarce so the sentiment was apt. People carried the string bags everywhere in the hope of being able to use them to scoop up large quantities of products that, with luck, they might come across being sold. The popular Russian comedian, Akhmatov used to joke about his 'maybe' bag... "Here's my maybe-bag. Maybe I'll get something into it."

In the 1970s Soviet consumers spent hundreds of hours of their lives waiting in line to buy goods. They were well versed in 'impulse' buying, in that if they saw a queue forming, it was standard procedure to join it and only then enquire about what was being sold. The uncertainty of what goods would be available, when and where, instilled in people an instinct to stockpile. This is where the Avoska bag was so useful. When goods suddenly appeared in a shop or a market, the expanding string bag enabled the shopper to stock up in bulk at a moment's notice.



Contribution to Retail History

The Avoska bag was a major cultural phenomenon of everyday Soviet life, symbolizing the ongoing struggle of sourcing and purchasing everyday consumer goods. In recent years, the principle of the Avoska bag has begun to be applied in the West but it is prompted by a different concern - shoppers have begun to carry 'fold away' shopping bags with them to reduce the use of plastic carrier bags.



PRICE GUN

Modern Shopping 1935



The invention of the price gun marked a step forward in retail efficiency by enabling store personnel to quickly and accurately price merchandise.

The improvement in price transparency instilled confidence in shoppers and simplified the checkout process for cashiers.

The price gun was invented in 1935 by Ray Stanton "Stan" Avery who worked as a retail clerk in Los Angeles. Avery assembled some used machine parts to create and patent the first self-adhesive, die-cut labeling machine. The device would come to be known as a 'price gun' because of its appearance and the manner in which it allowed users to rapidly affix pricing labels to individual products.

Shortly after developing his innovative product, Avery created a company to produce self-adhesive labels, which he began supplying to the Dennison Manufacturing Company. After more than half a century of working together, the two firms merged to form Avery Dennison in 1990.

By the time of their merger, the price gun was seldom seen in retail operations. Its usage had been greatly diminished by the development of the barcode and point-of-sale scanning systems. The barcode eliminated retailers' need to apply price labels to individual items in all but a handful of special situations where regulations required continued use of the practice as a form of consumer protection, designed to ensure accuracy with shelf edge prices.



Contribution to Retail History

The price gun was a major technological step forward for the retail industry through the mid-1990s until the development of intelligent barcoding and scanning systems. It simplified operations for retailers of fast-turning consumer packaged goods and instilled trust in shoppers by improving price transparency and accuracy. The price gun improved retail operations efficiency for pricing, coding and inventory tracking and it enabled retailers to establish a new and improved in-store experience for shoppers.

SHOPPING TROLLEY

Modern Shopping 1936



In 1936, Sylvan Nathan Goldman, an entrepreneur and store owner from Oklahoma, realized that retail purchases were restricted to what the shopper could carry home. Working with mechanic, Fred Young, together they created a shopping trolley.

Made with a metal frame it had two wire baskets. Customers could place their hand-held baskets on the carriers and take them off again at the checkout. The trolleys became known as 'folding basket carrier carts' and Goldman set up a company to produce them called the 'Folding Carrier Basket Company'.

A patent war followed in 1946, when Orla Watson of Kansas City, wanted to produce a telescoping trolley, but Goldman filed for a similar patent. In 1949, Goldman gave his patent rights and royalties to Watson but kept the 'licensing rights' for himself. By 1947, shopping trolleys had child seats and by 1954, colored handles and personalized store names.



However, Goldman's trolleys did not have an easy reception from customers in the early days. Young women thought the trolleys unfashionable and young men thought they would appear weak if they used a trolley. Then came the marketing campaign. Goldman hired models of all ages and both sexes to push the trolleys around the store, pretending they were shopping. Attractive store greeters met the shoppers as they came in and encouraged them to use their carts. Trolleys increased sales for all stores that adopted them, as shoppers were better able to self-serve throughout the store and make more purchases.

Contribution to Retail History

Customers were no longer restricted to buying the amount of goods they could carry in a basket. This, and being able to wander the streets in comfort, encouraged them to buy more. The success of the trolley is also closely associated with the rise in car ownership, as bulk buying was only possible if the customer had access to a car to transport the goods home. Like the advent of refrigeration, the trolley was partly responsible for the transition to less frequent supermarket shopping occasions as customers could do a weekly shop. The supermarket itself was redesigned to accommodate the trolleys, including wider aisles and new checkout counters.



OBJECT 67

'HIGH STREET'

Modern Shopping 1938



'High Street' was first published in 1938. It showcased 24 color lithographs by the illustrator, Eric Ravilious, with accompanying text by the architectural historian, J.M. Richards.

Ravilious created his lithographs in 1936 and 1937, drawing straight onto stone in the studios of the Curwen Press. The idea of an alphabet of shops came from his lover, Helen Binyon. The book was actually designed for children. The Ravilious images evoke nostalgia for a past era of shopping, but in the case of the cheesemonger (Paxton & Whitfield in Jermyn Street) the shop façade and window display still remain much the same today.

Initially, Ravilious did not have a publisher, but continued working on the book, subsidized by Curwen Press until Noel Carrington (brother of the Bloomsbury artist, Dora Carrington) agreed to publish it. Sadly, only 2,000 copies of 'High Street' were printed and the lithographic plates were subsequently destroyed by the London Blitz. Today, it is an extremely collectable item, and copies change hands at high prices.

Among the lithographs included, are images of shops, such as the family butcher, the coachbuilder, the cheesemonger, the knife grinder and the oyster bar.

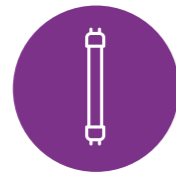
Contribution to Retail History

'High Street' captures a bygone era in retail, just before the face of the UK High Street began to change. In the 1930s, retail brands such as Marks & Spencer, Boots and Woolworths began to expand their national presence, taking up positions in the High Street and replacing the small, individual shopkeepers depicted in this book.



OBJECT 68

FLUORESCENT TUBE



Prior to the development of the fluorescent tube (often referred to as 'strip lighting'), retailers were reliant on the standard 'incandescent' light bulb.

Modern Shopping 1938



The arrival of fluorescent lighting gave them a highly economical alternative. Fluorescent lights produce a lot of light – ideal for illuminating merchandise to its best advantage, day or night – consume very little energy, and generate very little heat. The average life of fluorescent bulbs is long, reducing the labor involved in replacing them.

Think of a light bulb and you summon up the name of Thomas Edison, its inventor, but although Edison dabbled with fluorescent lighting, he lost interest in it. Others experimented further, but it wasn't until 1901 that Peter Cooper Hewitt patented the first 'mercury vapor lamp', which was the prototype of the fluorescent tube.



Hewitt's work was built on that of German physicist, Julius Plücker, and glassblower, Heinrich Geissler, who realized that if you passed an electric current through a glass tube with small amounts of gas in it, you could make light. Hewitt began experimenting and discovered that the brightness of these mercury-filled lights was truly illuminating. The lights would be too bright for domestic homes, so his thoughts turned to photographic use and industrial studios. Together with George Westinghouse, he formed the Cooper Hewitt Electric Company to produce the first commercial mercury lamps. In 1934, Edmund Germer, whose lights were more powerful and better suited to smaller spaces, adapted their concept.

In 1936, George Inman of General Electric (GE) in Ohio, filed for a patent and GE began to prepare to introduce these lamps commercially. On April 21, 1938, the company's fluorescent MAZDA lamps were put

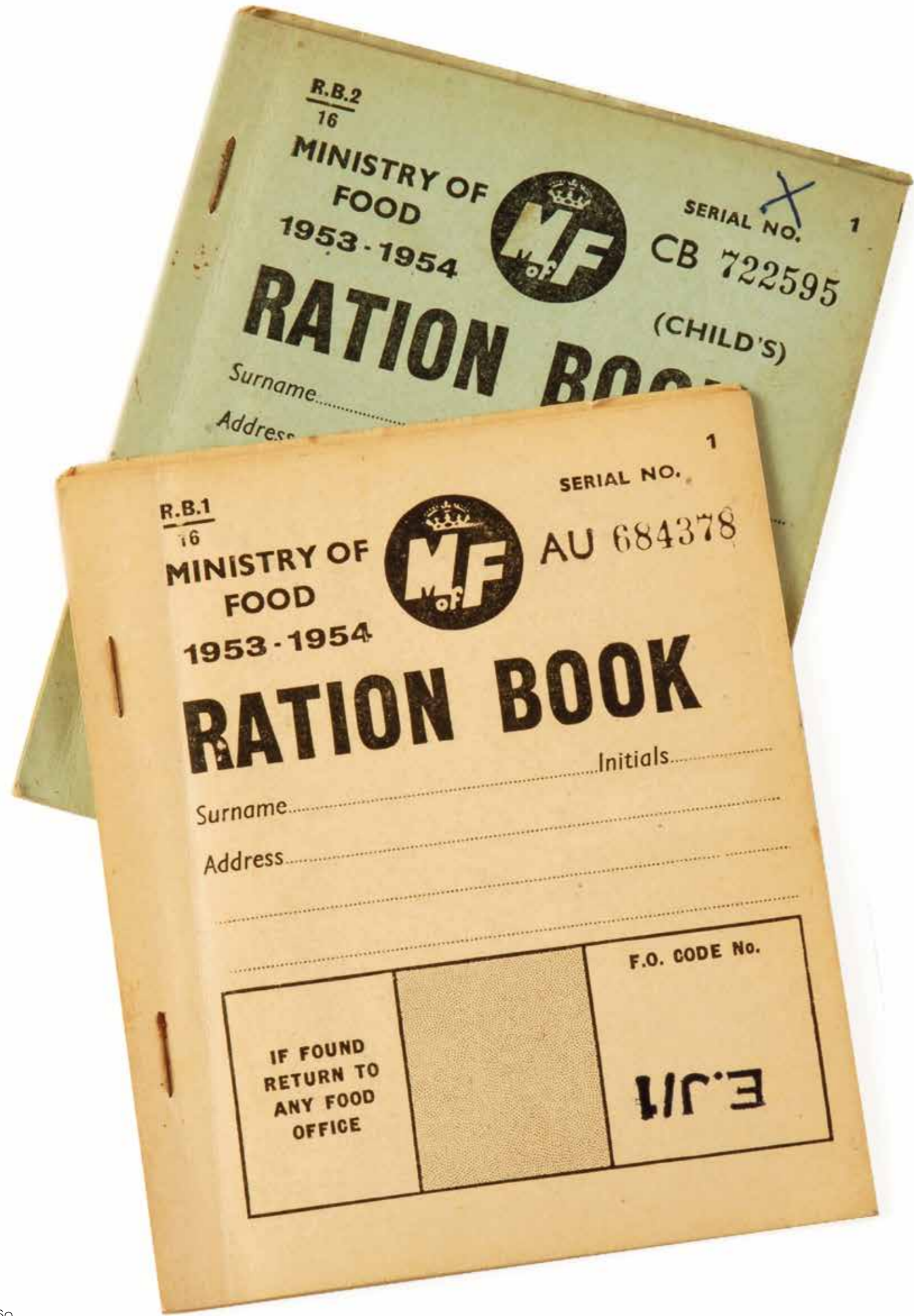
on sale. They produced 'colored lights' and offered economies and efficiencies that would forever change lighting in retail stores.



Contribution to Retail History

The fluorescent tube allowed retailers to illuminate their stores more economically, while generating less heat and facilitated extended opening hours. Lighting could also now be used to create different ambiances throughout different parts of the store – the concept of 'mood lighting'. It also had a positive impact on merchandising displays, enabling lighting within fixtures, not purely from an overhead source.





OBJECT 69

RATION BOOK

Modern Shopping 1940s



During the 1930s, 40s, and even into the 1950s, rationing changed the face of retailing in the UK. British citizens were no longer living in an age of plenty, scarcity became the norm.

The UK ration book contained coupons that customers traded in at the shop, and the shopkeeper sent them to the Ministry to be counted. Even the British Royal Family had ration books.

The UK's Ministry of Food decided what a person's basic needs were and set a weekly allowance accordingly. Tea, cheese, butter, margarine, bacon, porridge, wheat flakes, shredded wheat, lard, sugar and eggs were all rationed. Customers were limited by what the store had been supplied with. There was little choice and availability of goods might vary from week to week.

An adult was allowed one egg per week, 2oz. of bacon, 2oz. of margarine and 2oz. of tea. Lemons and bananas became very scarce and while oranges continued to be sold, greengrocers used to reserve them for children and pregnant women, who had special rationing books. Bread was not rationed, nor was fish, but fish prices were controlled. Biscuits were measured out loose and sweets were rationed to 4oz. per week per person.

Prices were fixed by the Ministry of Food. Jam, bread and milk would cost the same whatever store you went to. This system – RPM (Retail Price Maintenance) continued for some goods until the 1960s. Clothes were rationed too, on a points system. Petrol was sold only for work and a permit was needed to obtain it.

In May 1942, an order was passed that meals served in UK hotels and restaurants must not cost more than five shillings per customer and must not be more than three courses. In the same year, the Board of Trade laid down a Civilian Clothing Order to regulate the manufacture and distribution of clothing.

By rationing, the Ministry of Food achieved its aim of ensuring supplies lasted and there was enough to go round – just.

Rationing of food ended on July 4, 1954, 14 years after it began.

Contribution to Retail History

Rationing meant UK retailers had to sell the same goods at the same price, restricting competition and putting the brakes firmly on all the advancements that might otherwise have arisen. The lifting of rationing acted as a catalyst for innovation as UK retailers could again look forward to growth.



PALLET

Modern Shopping 1945

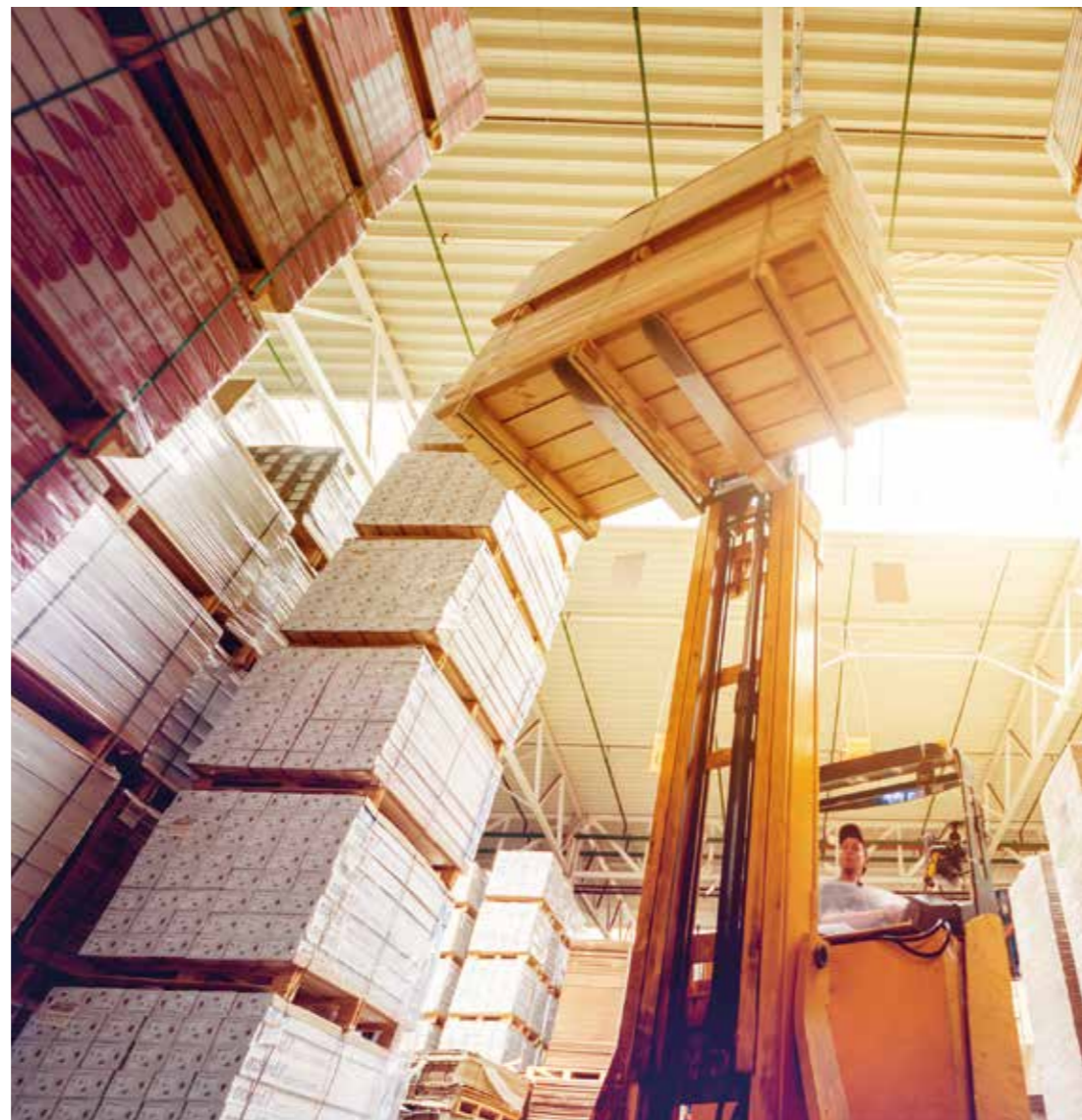


It's easy to take for granted the retail progress that quite mundane objects have initiated. The pallet is a typical example. Wooden pallets, plastic pallets, metal pallets – all allow goods to be stacked and stored on them, to be lifted and moved around with relative ease.

Pallets are strong; they can carry loads of 1,000 kg, and as more goods are transported via container trucks and ships, the pallet industry has burgeoned.

An amazing half a billion pallets are made each year, with around two billion pallets apparently in use across the US alone. Once merchandise is stored on a pallet, it can be lifted by forklift trucks or by equipment called 'pallet jacks'. Warehouse layouts are designed to enable the forklifts to weave in and out of the storage shelves that hold the pallets on them. Large discount stores and 'sheds' (for example DIY retail outlets) use pallets to store and display merchandise within the retail environment itself.

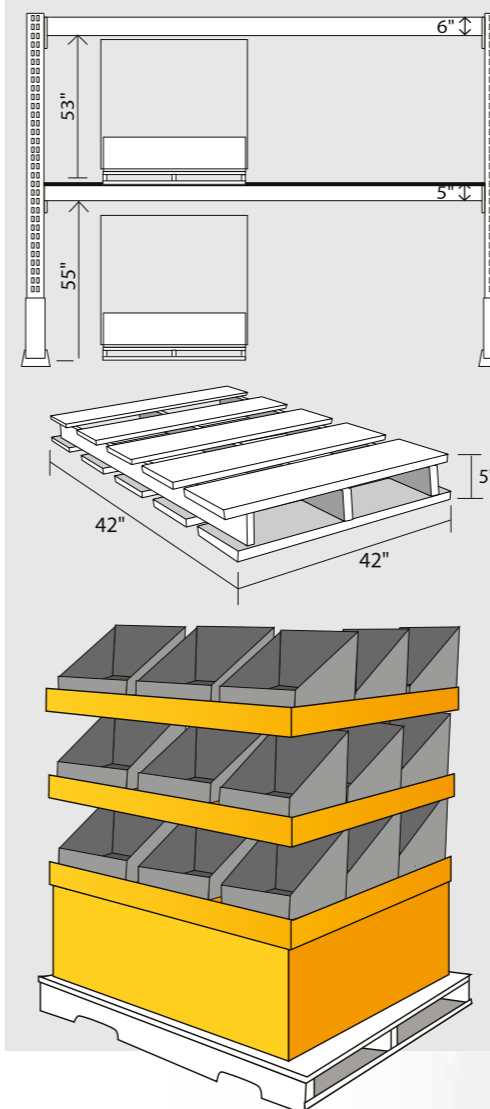
The use of pallets reduces retailers' handling and storage costs by allowing ease of movement. Surprisingly, there is no single international standard for pallet sizes, but in principle, those pallets used in shipping have to be made of materials that won't carry insects or plant diseases.



Contribution to Retail History

The pallet is the fundamental tool that enables the efficient and easy transport of merchandise through the retail distribution process from manufacturing plants worldwide to warehouses to store shelves. It also serves as a merchandising tool for major retailers, such as Aldi, Costco and Walmart, that use the pallet as an effective and labor-saving bulk display.

PALLET DISPLAY & RACK SET-UP



OBJECT 71



SPECIALTY STORE

Modern Shopping 1946



Specialty stores are readily identified by their focus on specific merchandise classifications or multiple product ranges offered under a single brand.



Specialty stores tap into shoppers' desire for increased choice within select categories or brands and they give the modern retail industry its appearance of seemingly limitless offerings.

The specialty store stands in sharp contrast to the typical discount or department store where the appeal to shoppers is based on a broad selection of merchandise with limited range within categories. Conversely, specialty stores created a new value proposition for shoppers that was based on the depth of product assortment within specific categories or brands. The new approach to retailing gained broad acceptance following the Second World War. Retailers recognized that increased consumer demand had created the opportunity to appeal to ever narrower segments of the market with stores that offered specialized merchandise assortment or specific brands. Shoppers found the depth of assortment presented by the specialty store very alluring and their spending behaviors gave rise to the specialty store movement of the last half century.

The earliest specialty stores tended to focus on large product categories such as shoes, sporting goods, jewelry or menswear. However, as the specialty store segment of the retail industry evolved, the merchandise classifications became increasingly narrow. Specialty stores now exist for specific types and brands of shoes within the footwear category and

the same is true for a category such as sporting goods where specialty stores exist for the fly-fishing segment of the fishing category within sporting goods.

The trend of increased specialization within the specialty store retail segment gained new momentum with the dawn of e-commerce in the late 1990s. Online shopping suddenly made it possible for specialty store operators to take the principles of serving shoppers with an extensive product offering across a narrow range of categories to an unprecedented and more finely segmented level. Unbound by the constraints of physical stores the specialty store stands as an even more significant force in a digital world where shopper choice is unconstrained by the limitations of physical stores.

Contribution to Retail History

The specialty store, or "category killer," represented a different approach to serving shoppers and created powerful growth opportunities for retailers and brands. By offering deep product assortments within narrow merchandise classifications, retailers created a viable store format that offered consumers unlimited choice, competitive prices and differentiation from traditional department and discount stores. The specialty concept further evolved and created new growth opportunities as e-commerce has experienced explosive growth.



DISCOUNT STORE

Modern Shopping 1950s



Discount stores offered a wide range of merchandise categories and employed a pricing philosophy that proved so popular with shoppers it would come to dominate the industry.

Unbeatable
DEALS
Everyday!



The discount stores that emerged in the United States in the 1950s represented the beginning of a new era in retailing.

The earliest discount stores sought to satisfy shoppers' everyday needs for a wide range of basic products, as well as, an assortment of discretionary items. The discount pricing philosophy required operators to be mindful of capital costs and operating expenses so as to generate an acceptable level of profitability by selling products at



lower prices. This resulted in a more austere shopping experience than what customers were accustomed to at traditional department stores of the day, but the 'no frills' approach Today, the stores operated by traditional discount retailers such as Walmart, Kmart and Target, bear little resemblance to the store formats of the 1960s and 1970s which propelled them to dominance in American retailing. The addition of food to their traditional product offerings has transformed many locations into large supermarkets while retailers, such as Dollar General and Family Dollar have emerged as a new breed of discount store.



Contribution to Retail History

The discount store format, which was introduced in the US in 1962 by Walmart, Kmart and Target, combined low prices, popular brands, convenience and central checkout under one roof. These "mass merchants" changed shoppers' perceptions of value and as they evolved to become a one-stopping shopping destination that offered food, apparel and general merchandise. Other types of discount stores include such formats as Aldi and Lidl as well as dollar stores such as Dollar General and Family Dollar have grown exponentially. Discount stores account for more than a trillion dollars in annual sales worldwide.

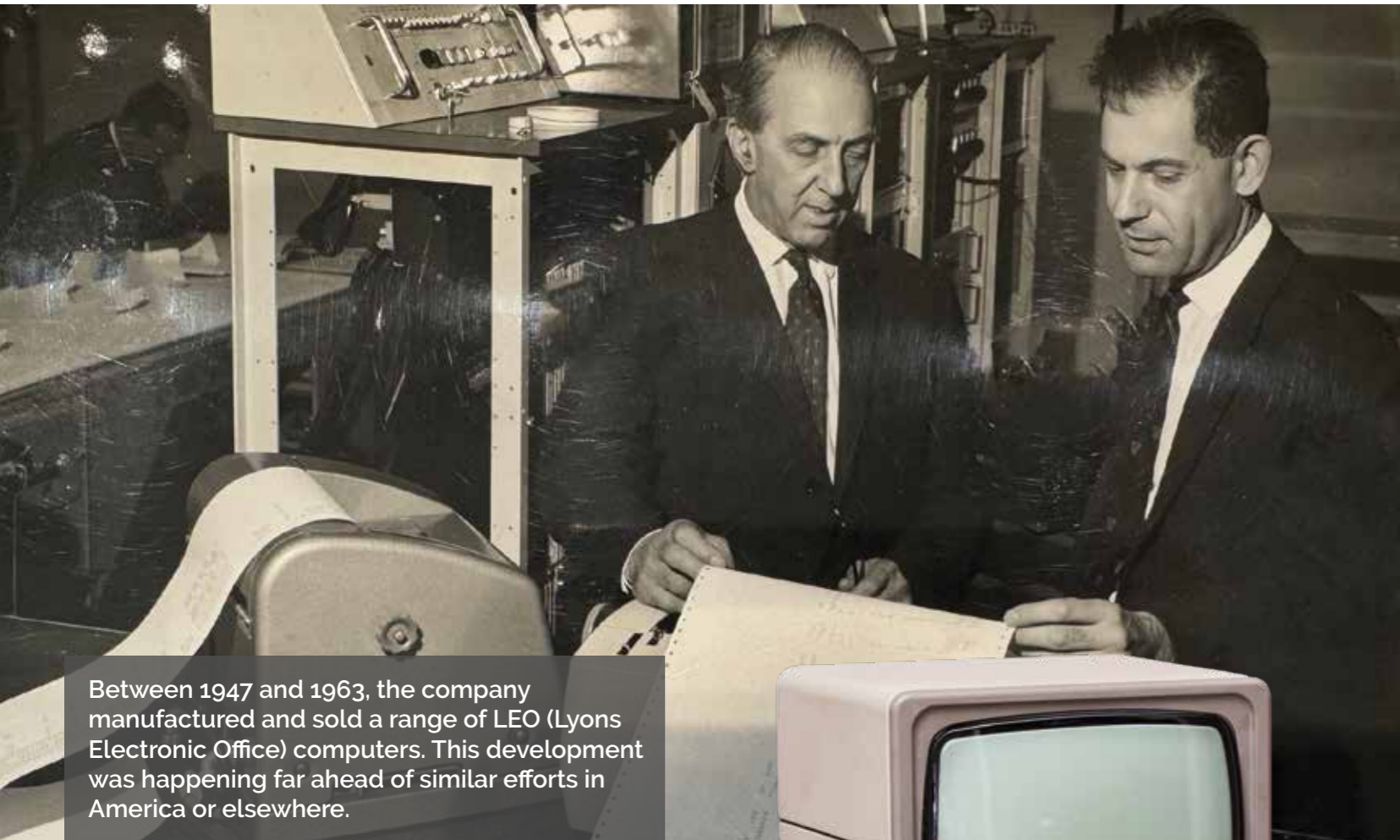


COMPUTER

Modern Shopping 1951



It was the British restaurant, food, hotel and teashop chain, J Lyons & Co., who first saw the potential for the use of the computer in retail.



Between 1947 and 1963, the company manufactured and sold a range of LEO (Lyons Electronic Office) computers. This development was happening far ahead of similar efforts in America or elsewhere.

The LEO computer, built in 1951, was designed by Dr John Pilkerton and John Simmons to handle the company's accounts and logistics. In 1963, the LEO business merged with English Electric's computer interests to form the English Electric LEO.

Before computers entered retail, the store manager was in charge of manually arranging the purchasing and selling the merchandise. He would decide what items to keep in stock, how much they should sell for, who to employ, and how much to pay them.

In the 1960s, computers in retail began to be used to manage customer data and expedite



accounting processes, just as the Lyons group had done in the first instance. Credit cards were beginning to be used more frequently, and cash registers and calculators were also speeding up the checkout process for customers.

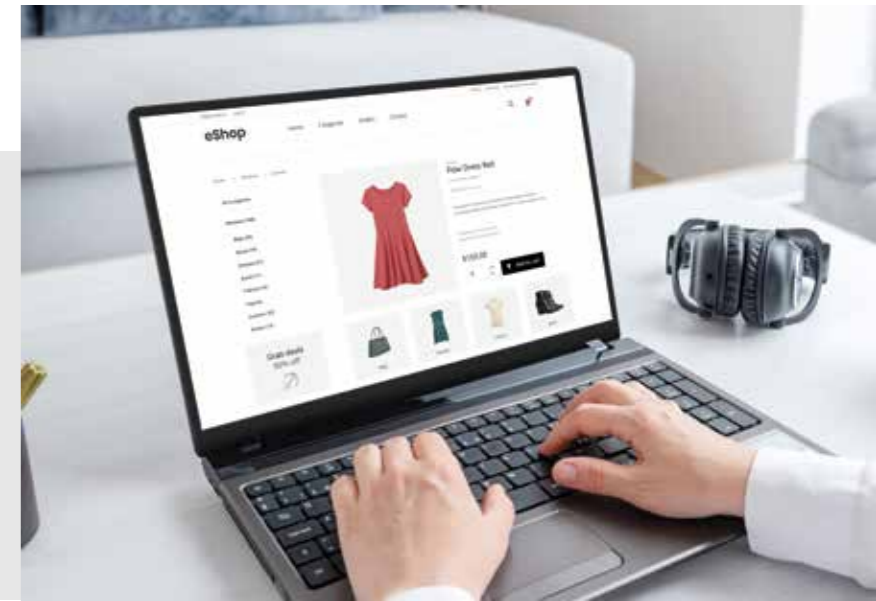
Walmart, and other discount stores such as Kmart and Target, were early adopters of computer technology and by the mid-1980s and early 1990s small shops had computers. They all used 'inventory control computing' systems to keep track of what goods the store had and to let them know when items should be restocked. Computer software systems also helped manage the employee payrolls and day-to-day accounts. The turnaround time for stocking systems improved significantly and more customers were processed through checkouts, more swiftly.

By 1987, Walmart computer systems had satellite links, allowing stores to send orders to suppliers by these satellite links.



Contribution to Retail History

The computer revolutionized every aspect of retailing from the warehouse to the front of store, to headquarters office enabling more efficient and sophisticated applications and management of every aspect of operations. The computer enabled global expansion and has now become the disrupter to traditional brick and mortar as e-commerce has skyrocketed and put retail in the palm of every consumer's hand.



OBJECT 74

CREDIT CARD

Modern Shopping 1951



In 1946 a New York banker, John Biggins, introduced his 'charge-it' card. When this card was used to buy goods from a shop, the sales slip was sent on to Biggins's Bank. The bank then paid the money to the merchants and got their customers to pay them in return.



In 1951 Franklin National Bank in New York issued its first bank credit card, which could only be used by that Bank's account holders. At the same time, Frank McNamara was developing the Diners Club Card.

In 1949, McNamara dined in New York's Major's Cabin Grill, and when the bill arrived, realized he had left his wallet behind. Deciding an alternative to cash was needed, he came up with the Diners Club Card, used mainly for entertaining and travel. For this reason, the Diners Card is recognized as being the first credit card in general use.

It was not until 1958 that American Express launched its first credit card, made from cardboard or celluloid. A year later production switched to using plastic. Momentum built and American Express launched local currency cards in other countries. Within five years, approximately one million cards were in use, accepted at about 85,000 establishments in the USA and elsewhere.

For many retailers, a branded credit card with various incentives and cash back offers are being developed. In some instances, these credit cards also serve as loyalty cards. As security has become a critical issue, credit card issuers have focused on fraud prevention by converting to chip enabled cards versus magnetic strips. In addition, fingerprint and facial recognition identification and authorization is also being developed.

Contribution to Retail History

The proliferation of credit cards encouraged a 'buy now, pay later' consumer mind-set and so powered more retail spending. With the explosive growth of online shopping, the credit card and debit card have become the default form of payment. The credit card streamlined the transaction and checkout process making it faster, more secure and providing incentives and discounts for shoppers which increased overall usage and sales. Other types of payment services have also streamlined the process and improved security.





OBJECT 75

SHANNON AIRPORT

Modern Shopping 1951



In March 1947, the Irish Parliament passed legislation that heralded the arrival of the global Duty Free industry.

The 'Customs-Free Airport Act, 1947' meant that normal duty and tax procedures did not apply to passengers purchasing goods at Shannon Airport.



This radical retail development was largely down to the efforts and entrepreneurialism of one man, Brendan O'Regan. He had been the Catering Comptroller at Foynes, which was the refueling point for seaplanes between the UK and the US. In 1945, O'Regan was transferred to the airbase at Shannon and it was here that he identified the opportunity to offer goods for sale to transit passengers. However, he took his idea further, managing to persuade the airport authorities that the transit area was not part of the Irish state and therefore goods purchased within it should not be liable for taxes and duties.

Having gained the support of Parliament and seen the legislation passed, in May 1947, O'Regan opened the world's first Duty Free shop, staffed by one woman, Ms Kitty Downes. Offering a service for Trans-Atlantic airline passengers typically traveling between Europe and North America whose flights stopped for refueling on both outbound and inbound journeys, it was an immediate success.

To begin with, the Duty Free shop was a small kiosk in Shannon Airport's terminal building and it predominantly sold souvenirs. However, because of the duty free savings, goods were often cheaper than in the country of manufacture, making luxury goods affordable to travelers for the first time. The reputation of Duty Free quickly spread and the product lines expanded to encompass quality international branded merchandise, including brands such as Rosenthal porcelain and Leica cameras.

In 1951, Shannon Airport scored another first with the

opening of the first Airport Duty Free Liquor Shop. It began as a ship's store where airline stewards purchased supplies for re-sale to passengers when the aircraft became airborne. Soon, passengers were allowed to make direct purchases at tax-free prices, albeit on a restricted basis. In the beginning, Shannon Duty Free applied only to liquor and tobacco, but it rapidly spread to encompass the vast range of Duty Free departments familiar to the modern international traveler.

In the 1950s, Duty Free shopping spread to the US and in 1960 two Americans, Charles Feeney and Robert Miller, started Duty Free Shops (now DFS). DFS began by operating in Hong Kong and rapidly expanded globally. By the mid-1990s, Duty Free shopping had spread to overland, sea and air travel in more than 80 different countries.

Contribution to Retail History

Shannon Airport's Duty Free shop was groundbreaking in that it created a new retail channel and led to the development of a different kind of shopping environment, soon replicated at air and seaports across the globe. Retail concessions within airports have contributed enormously to airport authority revenues and helped drive expansion. The concessions have been able to capitalize on a captive audience. In the early days, unaffordable luxury brands, being sold free of tax and duty were put within the reach of a new audience: the international traveler, further enhancing the cachet of those brands.

TETRA PAK

Modern Shopping 1951



Tetra Pak is based on 'aseptic packaging technology' that allows perishable products to be kept cold and fresh throughout the distribution and storage chain.



The Institute of Food Technologists considers its development to be the most important food packaging innovation of the 20th century.

The process allows the product and the package to be sterilized separately, then combined and sealed in a sterile atmosphere (whereas in canning processes, the product and the package are combined and then sterilized). UHT – ultra-heat treated foodstuffs such as milk, juice, and processed foods such as vegetables and fruit, when sealed in aseptic packaging can be stored at room temperature for up to a year.

How did it begin? At the end of the 1920s, Ruben Rausing was the owner of a food carton company in Malmö. He had seen self-service grocery stores in America and recognized that pre-packaged foods (a better and more hygienic way of handling foods) were part of retail's future.

Rausing wanted to pre-package liquids too, and invested heavily in research and development work to do so. In 1944, the company's lab came up with the idea of making a tetrahedron shaped package out of a tube of paper. Rausing filed for a patent on 27th March 1944, but work continued for the rest of the decade, solving the problems of how to fill, store and distribute liquids in this way. It was Rausing's wife, Elisabeth, who suggested continuously sealing the package, as if stuffing sausages, to prevent oxygen getting in. Working with Swedish paper mills and foreign

chemical companies, a paper coated with polythene was produced. This made the paper waterproof and it could also be heatsealed.

AB Tetra Pak was set up in Lund, Sweden in 1951 and the new packaging system was presented to the press. In 1952, the first filling machine, which was able to package 100ml cream tetrahedrons, was delivered to a local dairy.



Contribution to Retail History

Tetra Pak, a world leading food and packaging solutions company, has expanded its product line to include new types of foods including ice cream, wine, vegetables, soups, pet foods, and various chilled products. It's aseptic packaging technology offers consumers, brand owners and retailers greater convenience, wider product selection, easy opening, and optimal shelf life as well as more efficient distribution, warehouse storage, and shelf stock display. Almost 200 billion packages are sold annually worldwide.



OBJECT **77**

BARCODE

Modern Shopping 1952



The Barcode's retail history began in 1952 when the first patent for a barcode type product was issued to inventors Joseph Woodland and Bernard Silver.

But it was an invention ahead of its time and it took another 22 years for the first product with a barcode to be sold in a shop.

Silver and Woodland were graduate students at Drexel Institute of Technology in Philadelphia. A local food chain asked the Institute if it could research a method of automatically reading product information during checkout. Woodland's first design used patterns of ink that glowed under ultraviolet light,

but the ink was unstable and expensive. Undefeated, Woodland quit his teaching job at Drexel, took some stock market earnings and moved to Florida to work on the problem.

Trial and error resulted in the development of a 'straight line pattern'. It had four white lines on a dark background. The information was coded by the presence or absence of one or more of the lines. Eureka!



Neither Woodland nor Silver made much money from their invention and they sold the patent to RCA (The Radio Corporation of America) for a relatively small sum of money. The RCA code had problems and it was left to Logicon Inc, to work with The National Association of Food Chains, to develop an industry-wide barcode system. By 1970, an industry standard had developed - the Universal Grocery Products Identification Code or UGPIC.

The first product to have a barcode was a packet of Wrigley's chewing gum. On June 26, 1974 at 8.01 am, Sharon Buchanan, a checker at Marsh's Supermarket in Troy, Ohio, scanned the 10-pack of Wrigley's Juicy Fruit chewing gum. It cost 67 cents. It was the first item lifted out of the shopping cart by a shopper, Clyde Dawson. Today, that pack of gum is on display at the Smithsonian Institution's National Museum of American History.



Contribution to Retail History

The barcode was one of the most important inventions that revolutionized the retail industry. It completely automated the speed and accuracy of the checkout process. The barcode also transformed the entire supply chain and distribution process and provided extensive market data and consumer research. Retailers and manufacturers could readily determine what products were selling, check inventory levels and monitor distribution.

FORKLIFT TRUCK



Modern Shopping 1956



Supermarkets, big chain stores and small stores alike, all rely on storing vast quantities of goods in warehouse and distribution centers across their supply chain, ready to be transferred to trucks and driven through the night to get to your local branch of their store.

Forklift trucks were specially designed to navigate the wide aisles of the distribution centers, taking the pallets off the shelves onto waiting lorries.

Early civilizations have always used a 'lever' of some kind for lifting and in the 19th century, manually powered sack trucks were in common use. The modern forklift was developed in the 1960s by a number of companies, bringing together mechanical advancements in the US, the UK and Japan.

In 1906, the Pennsylvania Railroad in the US had battery powered platform trucks for moving luggage, and in the UK, the Ipswich-based engineering company, Ransomes, Sims and Jeffries used various types of material handling equipment to overcome labor shortages during the First World War. In 1917

in the US, Clark started using powered lift tractors in their factories and in 1919, Towmotor Company. In 1920 Yale & Towne Manufacturing also began producing forklift trucks. One of the impacts of the two world wars was improved use of the forklift technology and warehousing, as huge quantities of cargo were loaded onto ships and containers bound for the troops.

Today, warehouse forklifts can lift loads between one to five tons, while shipping forklifts can lift up to 50 tons.

Another innovation that further optimizes warehouse operations is the robotic, or autonomous, forklift that can maneuver throughout a warehouse moving merchandise automatically without a manual operator.



Contribution to Retail History

The invention of the forklift (and its work partner, the pallet) allowed suppliers and retailers to move products more effectively throughout the supply chain. Without the forklift, global giants like Costco and Metro would have struggled to achieve the scale, scope and profitability of the operations they enjoy today.



SOUTHDALE CENTER

Modern Shopping 1956



Southdale in Edina, Minneapolis, Minnesota, opened in 1956. It was the world's first fully enclosed, climate controlled mall.

Much expanded and extended over the intervening years, it now houses 100 speciality stores, restaurants, bars, offices and a cinema.

Southdale, also known as 'Southdale Center', was developed by the Dayton Company, who owned Dayton's department store in Minneapolis. It cost \$20 million dollars to build. Designed by Victor Gruen, (an Austrian immigrant), it was modeled on the malls and arcades of European cities. Gruen disliked the suburban lifestyle of 1950s America and set about designing a building that would bring people together in a place with a sense of community. He wanted to achieve an atmosphere of leisure and excitement, as well as, intimacy and to this end he incorporated paintings, decorative lighting, fountains, tropical plants and flowers in his design.

The Southdale Center housed a branch of Dayton's, Donaldson's, Walgreens Pharmacy, Woolworth's and many other large retail brands. Its opening day attracted 40,000 visitors – a feat that proved that this new retail model was destined to be a great success.



Contribution to Retail History

Southdale was designed with two things in mind, the consumer and the future. Its creators recognized that consumers were increasingly looking for convenience and variety and so the mall was designed to be a one-stop destination housing a wide variety of retail outlets, services and leisure activities. It became a blueprint for similar malls across the developed world.





OBJECT 80

SHIPPING CONTAINER

Modern Shopping 1956



Since the 1950s, steel shipping containers have been used mainly for International Ocean Shipping – but they are also used for truck and train freight, and sometimes storage too.

Most are about 40 by 20 feet, and the term TEU (meaning 20 foot container) is used when describing them, with 2 TEU referring to a 40-foot container.

Standardized containers speeded up the packing process and allowed more efficient loading and unloading techniques to take place from trucks to ships and warehouses. A secure, stable storage receptacle, they can also be boxed to be stacked onto another, up to ten high.

The first shipping container was patented in 1956 by Malcolm McLean, an American trucker from North Carolina, working with engineer Keith Tantlinger. McLean brought his first truck in 1934 and by 1956 owned the largest trucking fleet in the South – the fifth largest in the US.

He took over the Pan Atlantic (Steamship) Tanker Company, which owned some old tankers. He renamed his company Sea-Land Shipping, and after

further development work, designed a shipping container that could be lifted directly from a vehicle onto a ship, without first having to load and reload the content.

This shipping container was a uniform size, strong, theft-resistant, stackable, easy to load and could be used on roads, rail, ship and truck. The stacking system was called 'intermodalism'. A revolution in cargo transportation had begun. The speed at which cargo could now be loaded, reduced costs by more than 90 per cent and because the containers were robust, the goods arrived at their destination in better condition.

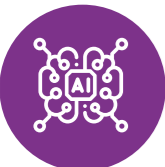
Contribution to Retail History

Standardized shipping containers established faster, more efficient loading, enabled a massive growth in international trading, and created more streamlined supply chain possibilities. Retailers and manufacturers were able to get goods faster and cheaper from major ports worldwide. As a result, lower costs enabled retailers to offer lower prices to consumers. Today, electronic tracking and barcodes allow retailers and suppliers to monitor delivery of goods from country of origin to warehouse.

ARTIFICIAL INTELLIGENCE



Modern Shopping 1956



Artificial Intelligence, or AI, has, without doubt, created the most excitement, hyperbole and genuine potential for transformation in the world of retail since the birth of the internet.

Beneath the hype, the transformative impact of AI lies in its ability to allow faster and more accurate, data-based decisions. It brings together previously disparate data sources to reach previously unobtainable insights, and to streamline business operations to make them more effective and efficient.

AI represents nothing less than a revolution for retail. And in terms of the bottom line, the forecasts are startling. Experts compiling the WPP report "Changing the ratios of retailing with AI", launched in early 2025, conclude that retailers wholeheartedly adopting the advantages of AI throughout their business operation can expect to see an uplift in annual operating profits

of between 40-50%.

To put that in perspective, for some companies this will amount to hundreds of millions of dollars. For the likes of Walmart, it equates to benefits in the order of \$11 billion per year. And yet, for a technology that has generated such excitement, there remains a great deal of confusion as to what it actually constitutes.

Generative AI is what most people think of when the term AI is mentioned. This is ChatGPT, Google Gemini and others, drawing on vast datasets to almost instantly produce text, imagery, videos or music, according to whatever human prompts are provided.

It is the Cambridge computer scientist, Alan Turing's paper "Computing Machinery and Intelligence" published in 1950 that is talked about most today. He proposed "the imitation game" which later become known as the "Turing Test." The Turing test is: "A test for intelligence in a computer, requiring that a human being should be unable to distinguish the machine from another human being by using the replies to questions put to both."

It was at a conference held in Dartmouth, England, in 1956 that John McCarthy from MIT and his colleagues persuaded the attendees to accept "Artificial Intelligence" as the name of the field. A golden era of AI research followed.

Impressive as this tech undoubtedly is, it is really just the start of what AI will offer retail.

Already, AI has evolved dramatically, with businesses moving far beyond the introduction of rather clumsy chatbots, for example, to the deployment of predictive AI to assist with inventory planning, managing supply chains, and multiple other AI-based solutions.

Generative AI, or GenAI, allows for far faster production of content, such as detailed product descriptions and marketing materials, along with sales analysis, allowing for highly personalized marketing.

Autonomous AI, commonly known as 'Agentic AI' is where the greatest strides in the realm of AI in retail are likely to take place. In short, agentic AI will increasingly allow businesses to manage the cost and complexity of their operations, streamlining and finessing workflows without the need for human intervention, and ultimately making data-driven decisions to manage inventory and engage productively with customers 24/7.

The giants of the retail world are leading the revolution and have already launched huge investment programs. In early 2025, Alibaba announced investment of \$53 billion in AI and cloud computing infrastructure over three years. Amazon has announced a massive \$100 billion investment in AI during 2025 – one of the largest made by any corporation.

But it is not only the corporate heavyweights that are set to benefit from AI. SMEs also stand to benefit as AI agents focus less on individual tasks and start to work more autonomously towards broader goals. For smaller businesses, AI has the potential to deliver data-driven insights and business optimization that enables them to compete on the global stage.

As AI continues to develop, and become ever more sophisticated, technologies such as GenAI and Agentic AI will undoubtedly redefine the retail space. This raises the inevitable question: what place for humans?

Many remain optimistic that, by handing over the drudgery to digital tools, humans will be freer and better able to do what they do best: engage with the customer.

As Dr Fei-Fei Li of Stanford University said, "AI won't replace humans, but humans using AI will."



Contribution to Retail History

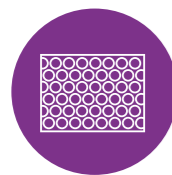
Artificial Intelligence, or AI, is poised to deliver the greatest transformation in the world of retail since the birth of the internet. Its ability to allow faster, more accurate, data-based decisions, linking previously disparate data sources to reach previously unobtainable insights, promises to streamline business operations to make them vastly more effective and efficient. It represents nothing less than a revolution for retail, affecting everything from staff recruitment and retention, to store operations, supply chain management, marketing, and the in-store experience. Amazon, Walmart and Alibaba are among the big early investors in AI, and there are predictions of between 40 and 50 percent lifts in operating profits for those retailers that implement AI throughout their businesses – not just for global brands but also SMEs.



OBJECT 82

BUBBLE WRAP

Modern Shopping 1957



The story of plastic transparent Bubble Wrap begins in 1957 with two inventors and engineers: Al Fielding and Marc Chavannes, from New Jersey, USA. They originally set out to produce a textured wallpaper.

The pair began by sealing two shower curtains together, which in the process would capture air bubbles that they envisaged would give their wallpaper a textured feel. However, the wallpaper idea failed to gain any traction so they looked for an alternative use for their new product. Their thoughts turned to greenhouse insulation but again, the idea did not take off.

Into the frame stepped Frederick W. Bowers, a marketer at the Sealed Air Company, which just so happened to be co-founded by Fielding. Bowers realized that the new 1401 computers which IBM had just launched could benefit from using Bubble Wrap to protect them in shipping. He pitched the idea to IBM and showed them the protective qualities of Bubble Wrap. IBM embraced the product and used it to transport their new 1401 computers and other fragile products all over the world. By the mid-1960s about half of all the computers in the world were the IBM 1401, many of which would not have arrived at their destination in one piece without Bubble Wrap. Simple though the

product is, it has moved with the times to the extent that there is a new 'DIY-inflatable Bubble Wrap'. Customers buy the product flat and lease a special machine from Sealed Air to inflate it, thereby reducing the costs of transportation for the manufacturers of products.

Today Bubble Wrap is most commonly used for food packaging but it is also widely used by householders to protect fragile possessions in house moves or in the post – and of course, for popping as a pastime.



Contribution to Retail History

Bubble Wrap, now in its 68th year, has helped bolster the popularity of mail order and online shopping as retailers and consumers have gained a greater confidence in its ability to protect all types of merchandise during the shipping process. Bubble Wrap has evolved to become even stronger and more protective as well as being offered in more vibrant colors and creative patterns. It has significantly reduced product damage and returns and created more opportunities for global purchases. The global bubble wrap packaging market was valued at \$3.54 billion in 2024 and is anticipated to reach \$5 billion by 2034.



OBJECT 83

CASH & CARRY

Modern Shopping 1958



The cash and carry form of retailing emerged in the mid-1900s as customers of traditional wholesalers were offered a new approach to purchasing merchandise.

The process of self-selecting merchandise from a warehouse or showroom environment, rendering payment on the spot and transporting merchandise, resulted in a form of retailing that came to be known as cash and carry.

Lawrence Batley of Huddersfield, England is credited with inventing the cash and carry philosophy and successfully applying it to a retail enterprise. He opened Batley's Cash and Carry in 1958 and inspired a number of competitors to launch similar concepts.

The retail concept was born out of a recognition that shoppers were willing to forego some of the conveniences offered by traditional wholesalers such as delivery and extended payment terms. Cash and carry offered shoppers a different type of value proposition that emphasized low prices, the opportunity to discover new products in a warehouse shopping environment and the convenience of taking immediate possession of purchases. The combination proved appealing to businesses who formed the core customer base of traditional wholesalers, as well as individual consumers.

The cash and carry approach has evolved over the years, but the defining characteristics remain intact. Operators of cash and carry formats strive to minimize capital costs and operating expenses in order to offer customers the lowest possible cost while achieving an acceptable level of profitability.



Contribution to Retail History

The cash and carry method of retailing represented a major structural change for the wholesale industry and presented a new growth opportunity for the retail industry. As cash and carry steadily gained favor with shoppers it spawned some of the largest and most successful retailers in the process. Today, retailers such as Costco, Sam's Club, Metro and IKEA, operate formats that meet the definition of cash and carry.

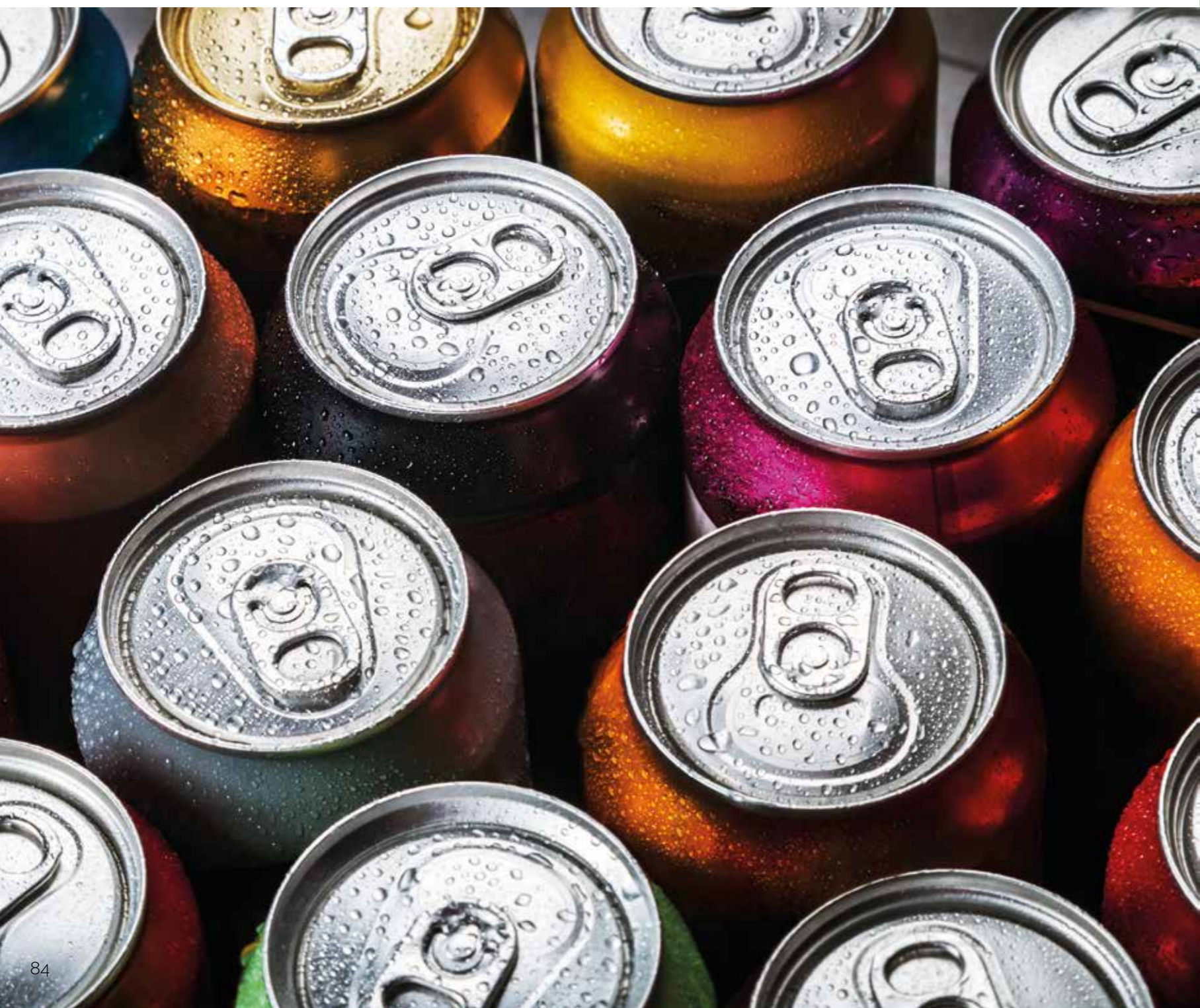
OBJECT 84



ALUMINUM CAN

Modern Shopping 1959

In 1959, the American brewery, Coors offered customers one cent back for each of its new all-aluminum cans they returned. Unlike the tin and steel cans they replaced, these were two-piece seamless designs with the added benefit of being recyclable.



These cans were lighter too; the Can Manufacturers Institute estimates that 'first generation' aluminum cans weighed three ounces per unit (today's cans weigh less than half an ounce).

In 1964, aluminum cans entered the soft drinks market, with RC Cola and Diet Rite being launched by Royal Crown Cola in a two-piece 12oz. aluminum container. These cans were not only a lighter weight, they also had a better surface on which text and graphics could be printed to help reinforce awareness of the brand. In just one year, one million cases of soda were packaged in these new aluminum cans.

In 1967, Coca-Cola and Pepsi-Cola adopted aluminum cans too. But it wasn't until the early 1970s that the aluminum industry launched its 'buy-back' centers, where consumers returned their cans, which were then recycled and returned to the shelves of our stores. This reduced the cost of the original raw materials to the industry and gave us our money back on the cost of our drinks.

The early aluminum cans were opened with a 'church key', a type of can opener. This was followed by the pull tab, attached at the rivet end, which could be pulled completely off. Its inventor, Ermal Cleon Frazee, is said to have found himself without his church key during a family picnic, so he used the fender of a car to open his can. In the process, he spilled most of the contents. This

prompted his creation of the key-free approach. The next adaptation came in 1975 in the form of the 'stay tab' that we recognize today; Daniel Cudzick of Reynolds Metals developed this.

The aluminum can story continues to unfold and its uses to extend. In Nepal in the Himalayas, aluminum cans are the only container allowed because they crush easily and are light. Conversely, in Africa aluminum cans have been used to build what has been described as a 'sturdy hut'.

Contribution to Retail History

The chilled canned drinks category (comprising both beer and carbonated soft drinks) has become, along with confectionery, coffee and tobacco, one of the underpinnings of the global convenience store industry. Retailers like 7-Eleven and Familymart, not to mention the legions of retail outlets operated by major oil companies, shift billions of beverages in aluminum cans every year. The cans ensure that drinks are kept fresh, hygienic and portable, and are better in terms of logistics, display and multi-pack merchandising than bottles. Recent improvements in design, manufacture and recycling have made canned packaging more efficient than ever.

OBJECT 85

ATM

Modern Shopping 1959



We call them cashpoints – or refer to them as the 'hole in the wall' but their formal name is: 'automated teller machines'. Early prototypes weren't successful. In 1939, Luther Simjian, living in New York, patented his version, the 'Bankograph'.



This was an automated envelope deposit machine, which accepted coins, cash and cheques, but it did not have cash dispensing features. An experimental one was installed in New York City in 1939, but removed after 6 months, as customers did not use it.

The first ATM was used in 1959 in the Kingsdale Shopping Center in Upper Arlington, Ohio. Over the next three years, many variations on the theme were developed. James Goodfellow of Scotland received a patent in 1966 for personal identification numbers or PIN and an ATM which used an encrypted magnetic card; In June 1967 John Shepherd-Barron installed a version of an ATM into a brand of Barclays Bank in Enfield, in north London which used a form of radioactive single use checks, which is credited as the world's first Cash machine. A year later, in 1968, Don Wetzel invented an American-made ATM. However, it was not until the late 1980s that ATMs caught on as part of the banking system we have come to know today.

Banks now allow us to insert our 'plastic' with a magnetic strip down the side into the machines and withdraw cash regardless of whether or not we bank with them because the ATMs are connected to inter-bank networks. Our PINs provide authenticity of who we are.

There are nearly 3 million ATMs used in the world today, or about one ATM for every 3,000 people. ATMs are not so widely used in the Near East and Africa. The Highest altitude ATM was installed by the National Bank of Pakistan, at the Khunjerab Pass, Gilgit Baltistan at the Border of Pakistan and China.

The RBS and NatWest 'GetCash' mobile apps allow customers who've left their cards behind to request cash and a 6-digit PIN will be generated. This code is entered at the ATM, and the funds are dispensed. The transition from a cashless society to a cardless society is underway.



Contribution to Retail History

The ATM liberated shoppers from the tyranny of restrictive banking hours and the necessity of going to a bank to obtain cash. Having the freedom to withdraw funds at any time of day or night extended their ability to shop and spend. The inclusion of ATMs inside stores and shopping centers helps increase spend, as customers are not limited to spending only the cash they have with them. The ATM fueled the growth of impulse purchasing and being able to take advantage of opportunistic deals from retailers.



OBJECT 86

RETAIL BRAND

Modern Shopping 1960s



Retail brands go by different names – private label, store brand or house brand – but the objective is similar. A retail brand is a means by which to achieve competitive differentiation, offer shoppers an enticing value proposition, enhance loyalty, generate a superior rate of profitability and gain leverage over branded suppliers.



Retailers employed brand building strategies early in the industry's development as they sought to establish an identity for their stores. The concept of the retailer as a brand gained further traction in the early 20th century when chain stores began expanding more aggressively and needed to cultivate their image with shoppers in new markets. Retail brands came to occupy a special place in the minds of consumers as the businesses they represented tended to be large, successful and regarded as trustworthy.

Safeway's O Organics, Open Nature; Kroger's Simple Truth, Comforts for Baby and Private Selection; Aldi's Simply Nature, Costco's Kirkland Signature and Walmart's Great Value. Even Amazon has added numerous private label brands, which generated more than \$1 billion in Q1 2024.

Private label brands will continue to grow and gain share globally not only in the more mature European retail markets, but in North America, where private label penetration is still relatively low.

Contribution to Retail History

Retail brands were a game-changing development for the industry. Shoppers' willingness to purchase retail brands and shop at chains dedicated exclusively to particular brands created new avenues of growth and fuelled profitability. Retailers pursued direct manufacturing relationships, acquired established brands outright for their exclusive use and became less reliant on national brands that subjected them to price competition. Retail brands altered the dynamics of retailer and supplier relationships that had existed in the consumer packaged goods world for most of the 20th century, caused huge shifts in market share and contributed to consolidation in the consumer packaged goods world.

Beginning in the 1960s, retailers sought to capitalize on that trust through several strategies that helped reshape the industry. Some sought to build entire operations focused on the sale of retail brands or proprietary branded products such as Germany's Aldi stores. The retail brand strategy also became prevalent in the apparel sector where retailers such as The Gap, H&M and Victoria's Secret achieved success with carefully cultivated brands.

Retailers have upgraded product quality, packaging and began applying the same type of marketing strategies that made national brands successful. The result was steady market share growth for retail brands in food and consumable categories.

Retail brands are now evident in virtually every merchandise classification and some retailers offer multiple brands within a single category. All types of retailers have developed their own brands including





OBJECT 87



HYPERMARKET

Modern Shopping 1962 - 1963



A hypermarket combines the concept of a supermarket and a department store into one. To be defined as a hypermarket there must be at least 200,000 square feet of floor space and at least 35 per cent of that space will be used for the sale of non-food merchandise.

There is one name larger than all: WalMart, the largest There is one name larger than all: Walmart, the largest hypermarket chain in the US, followed by Carrefour in France. These have the capacity to stock a staggering 200,000 different brands of goods under one roof.

their stores Hypermart USA in 1987, and later Walmart Supercenter. Kmart called their stores 'Super Kmart.' In 1995, Dayton-Hudson opened its first SuperTarget store in Omaha, Nebraska. These hypermarkets began to sell fuel too.

The concept was first seen in 1934, when Meijer became the first name to open a one-stop shopping center, selling groceries and drug store goods, with home products and clothing added later. Meijer also had large car parks and a petrol station. It opened its first real 'Supercenter', called 'Thrifty Acres' in Grand Rapids, Michigan, in 1962.

In 1963, Carrefour opened its first hypermarket at Sainte-Genevieve-des-Bois, France. From 1974 to the 1990s, the Steinberg group had four hypermarkets in Québec. By the late 1980s and early 1990s Walmart, Kmart and Target had set up hypermarkets discounting goods throughout the US. Walmart called

Contribution to Retail History

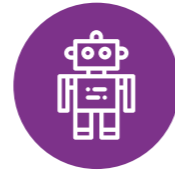
The hypermarket model has grown to dominate the retail landscape globally. The combined food and non-food offering created the efficient one-stop shop and iterations of it have enabled the likes of Carrefour, Auchan, Walmart and Tesco to achieve massive scale. Having been a global phenomenon, the hypermarket in its current form is facing several challenges, not least from the growth of Internet retailing and the time pressure consumers are under.



CHATBOTS

Modern Shopping 1966

The concept of a computer conversing with a human first appeared more than 50 years ago, but its popularity and applications in recent years have been driven by Siri and Alexa.



Voice-activated and voice-responding chatbots are led by Siri, launched by Apple in 2008, and Alexa, launched by Amazon alongside its voice-activated Echo speaker, in 2014. Most technology producers now have their own voice-powered chatbots, including Google, Sonos, Microsoft and Samsung.

Voice-powered chatbots feature in most smartphones, but are increasingly used in the home, in stand-alone "smart speaker" devices. Around two-thirds of Americans own an Amazon Echo device alone, and the global smart speaker market is worth more than \$12.4 billion a year, and was growing at just under 10% in 2024.

These bots are not only answering questions (like 'will it rain tomorrow?', 'what's the capital of Azerbaijan?', 'play my favourite song', and 'can you tell me a joke?') but also working with retailers to make it easier for people to shop, without the need to go anywhere or even type anything.

Many smart speakers have linked up with retailers to provide voice-activated services to customers. These "skills", as they are called in the Alexa world, can provide product, pricing and delivery information, and enable shoppers to "add to basket" and complete a purchase simply by saying what they want to buy.

The role bots now occupy in people's lives was highlighted in a tongue-in-cheek TV ad in 2020 pondering what people ever did before Alexa.

As customers become more used to bots, brands will use them to create a regular dialogue with their consumers. Consumers need to feel they have struck the right balance between privacy and value; they know their data is valuable, and in return, they expect services they feel add value to their lives. For retailers and brands, the opportunity is to provide that value, and use data and access to consumers to increase sales and profitability.

The chatbot isn't as new as most people might think. In 1966, scientists at the Massachusetts Institute of Technology developed Eliza, a Natural Language Processing bot.

Eliza is considered to be one of the first chatbots, followed by Parry in 1972, Alice in 1995, Jabberwacky in 1996, and Clippy, the animated paperclip helper, which sprang into action to help users of Word in Microsoft's Office 97 software. SmarterChild emerged in 2001, and featured on the buddy list of millions of AOL Instant Messenger (AIM) users. It found answers to users' questions by searching the internet, and through machine learning, adapted to what it knew about the user.

The chatbot was still, at this stage, entirely text based. The chat happened when a user typed, and the chatbot's response appeared on a screen. This technology is still at the heart of many retailers' own chatbots, which pop up on web sites and in apps to answer questions about stock, delivery, returns and more – handling frequently asked questions so that customer service staff can focus on more complex customer queries.

The role of chatbots in people's lives really changed, however, when the bots actually started chatting, aloud.



Contribution to Retail History

Retailers are embracing chatbots as a more efficient tool to engage consumers and influence purchasing decisions at any time, as part of an always-on, 24/7 business model. As the technology becomes more sophisticated and more comprehensive, chatbot usage will continue to increase.



INTEL CHIP

Modern Shopping 1971

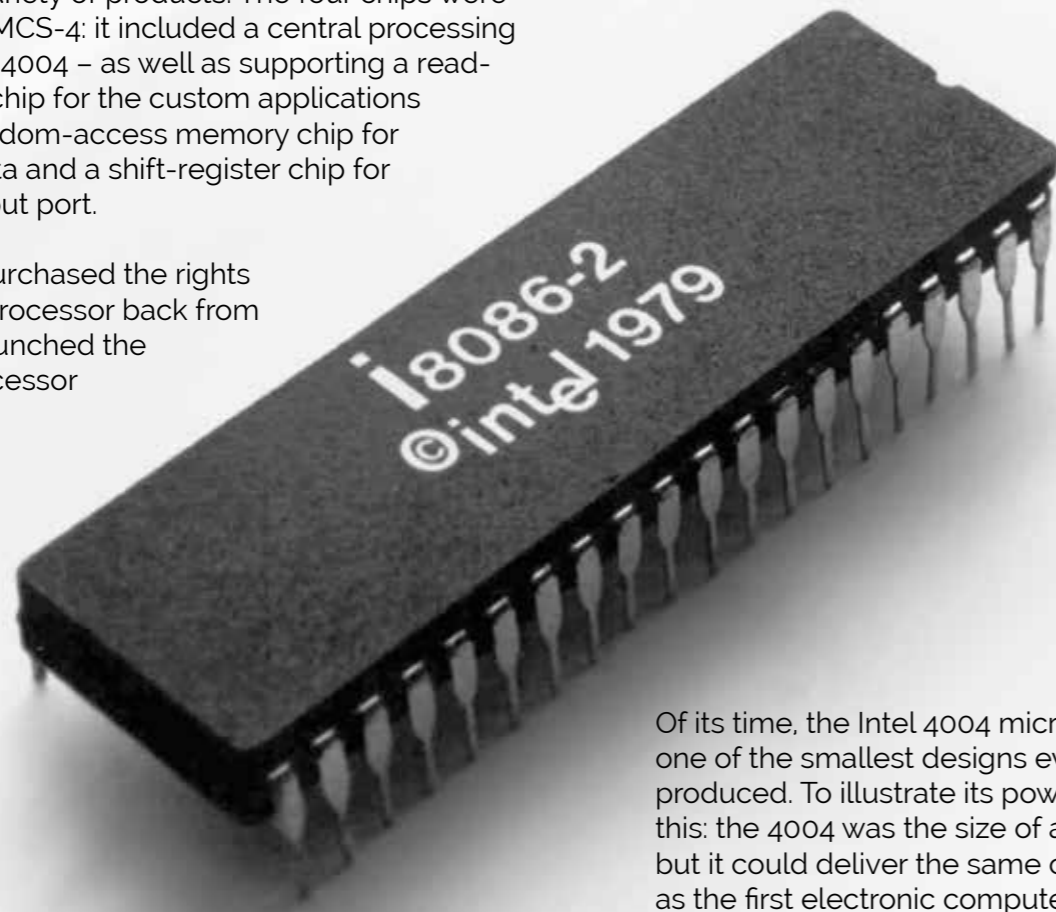


We take for granted how fast our computers and technology work today. Microprocessors ('chips') have speeded up not just our office and home computers but the world of the Internet too.

They represent a huge achievement in modern engineering and one company stands out: Intel, who developed the first microprocessor for calculators.

In 1969, Nippon Calculating Machine Corporation asked Intel to design 12 custom chips for its new Basicom 141-PF printing calculator. Intel suggested a family of just four chips, including one that could be used in a variety of products. The four chips were known as the MCS-4: it included a central processing unit chip – the 4004 – as well as supporting a read-only memory chip for the custom applications program, a random-access memory chip for processing data and a shift-register chip for the input/output port.

In 1971, Intel purchased the rights to their microprocessor back from Nippon and launched the Intel 4004 processor



and its chipset. The advertisement placed in Electronic News on November 15, 1971, announced 'A New Era in Integrated Electronics'. The Intel 4004 processor became the first general-purpose programmable processor on the market. Engineers could use it as a 'building block' to customize their own software, allowing it to perform different functions in a wide variety of electronic devices.

Of its time, the Intel 4004 microprocessor was one of the smallest designs ever commercially produced. To illustrate its power, think about this: the 4004 was the size of a little fingernail, but it could deliver the same computing power as the first electronic computer built in 1946 and that computer occupied an entire room!



Contribution to Retail History

Electronic and computing equipment with the 'Intel Inside®' logo (the famous 'mark' that tells us of the presence of an Intel chip within the device) are used to power the retail supply chain, from end to end. Stock control, distribution, display boards, accounting, online shopping – the entire modern e-commerce process is reliant on microprocessors like these.





OBJECT 90

RFID TECHNOLOGY

Modern Shopping 1970s



Since the Second World War various governments had been experimenting with RFID-like devices for covert listening. But on January 23, 1973, Mario Cardullo patented his 'passive radio transponder' with memory. He had demonstrated it earlier, in 1971, to the New York Port Authority as a device for toll payment.

The RFID system is superior to barcodes, as the tags can be read if they pass near a reader, even if the object is covered or not visible. Tags can also be read when they are inside cases and boxes and the radio transmitter/receiver can read many simultaneously, whereas barcodes can only be read one at a time.

RFID technology is getting cheaper and more reliable to use, leading to a wider use of RFID in industry. Car manufacturers use it to tag a car as it begins the production process and follows it through its various assembly stages to the end. Almost any type of goods can be followed through the supply chain processes using the system. In the fashion industry the RFID label is attached to the garment at the production stage and may be read and traced throughout the entire supply chain, until it is removed at the point-of-sale.



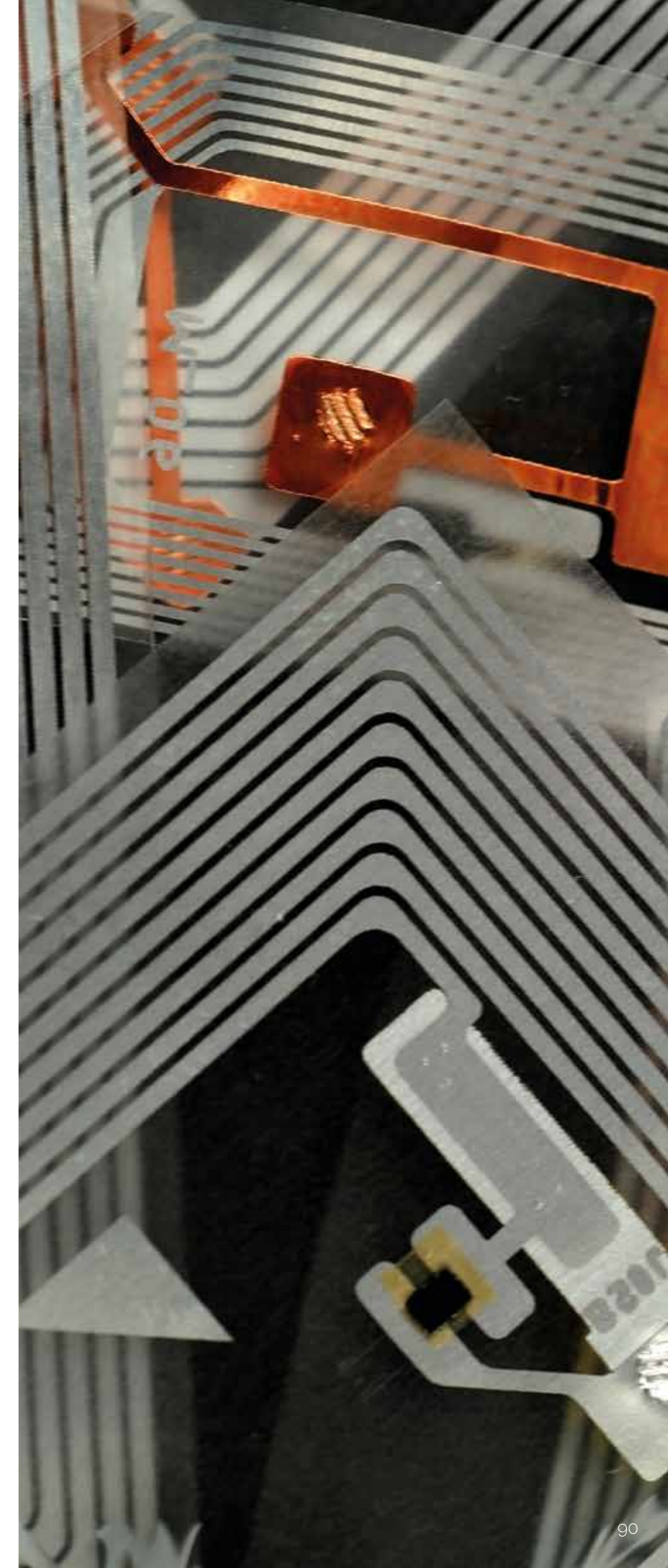
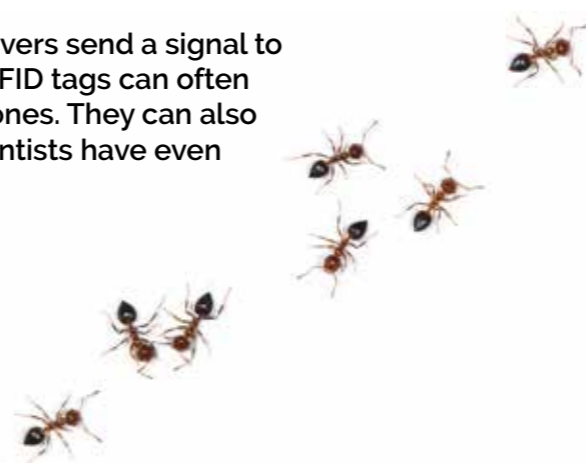
Contribution to Retail History

RFID use is already widespread and demand among retailers worldwide continues to rise as cost of tags has declined. The tags not only enable better and more secure inventory control for retailers across the supply chain, but also are being used for dynamic pricing, real-time inventory and in-store marketing. The RFID market reached a value of \$14.98 billion in 2024. This growth is expected to continue with a compound annual growth rate (CAGR) of 11.68%, bringing the market to \$26.01 billion by 2029.



Radio Frequency Identification Technology (RFID) uses wireless frequencies to transfer electronically stored data from one tagged item to somewhere else. The tags are usually embedded into the tracked object.

Two-way radio transmitter receivers send a signal to the tag and read its response. RFID tags can often only be read within restricted zones. They can also be made incredibly small – scientists have even glued them to ants!





OBJECT 91

EAS SECURITY SYSTEM

Modern Shopping 1970s



Electronic Article Surveillance (EAS) are the plastic and metal security tags that are fitted to goods, and removed or deactivated by the assistant at the checkout when the item is purchased.

If a tag is not removed, when the customer tries to leave the store the sensors in the detection system at the exit pick up the presence of the tag and sound an alarm to alert staff.

EAS systems may be magnetic, acousto-magnetic, radio frequency, microwave, or linked to video surveillance systems. Most apparel retailers and suppliers now tag their high value products electronically. Such systems save retailers millions of dollars a year in what would otherwise be lost stock

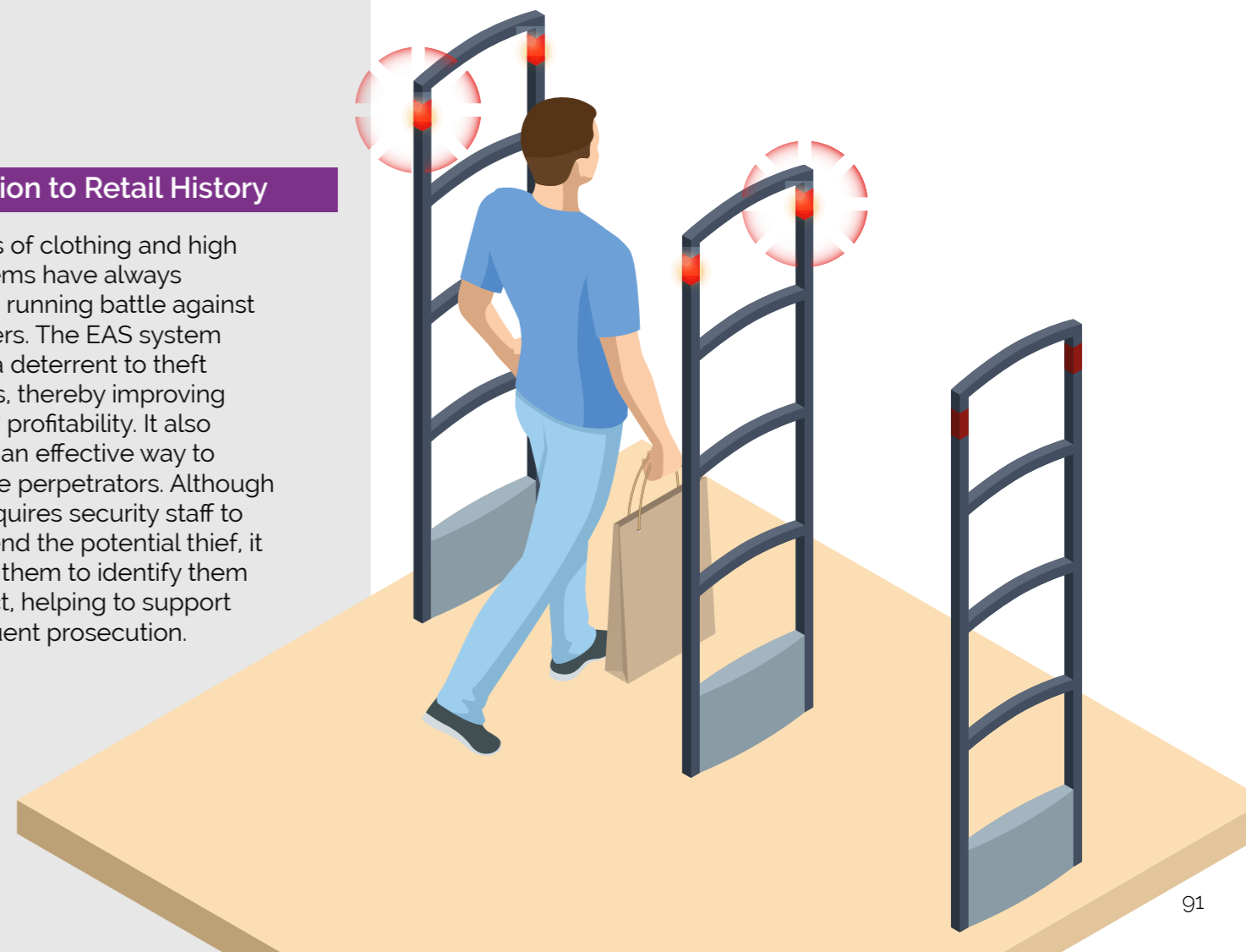
or 'shrinkage.' According to a recent loss prevention study, shrinkage cost US businesses \$48.9 billion annually and global retailers more than \$123 billion annually.

Some manufacturers now fit EAS security tags at source, rather than leaving it to the retailer. Source tagging allows the EAS tags to be concealed and they are more difficult to remove. It also saves the retailer time and expense and helps to further reduce theft.



Contribution to Retail History

Retailers of clothing and high value items have always fought a running battle against shoplifters. The EAS system acts as a deterrent to theft of goods, thereby improving retailers' profitability. It also delivers an effective way to catch the perpetrators. Although it still requires security staff to apprehend the potential thief, it enables them to identify them in the act, helping to support subsequent prosecution.



PLANOGRAM

Modern Shopping 1974



A tool for optimizing visual merchandising in store, the planogram is a diagram or model that indicates the placement of retail products on shelves and throughout the store.



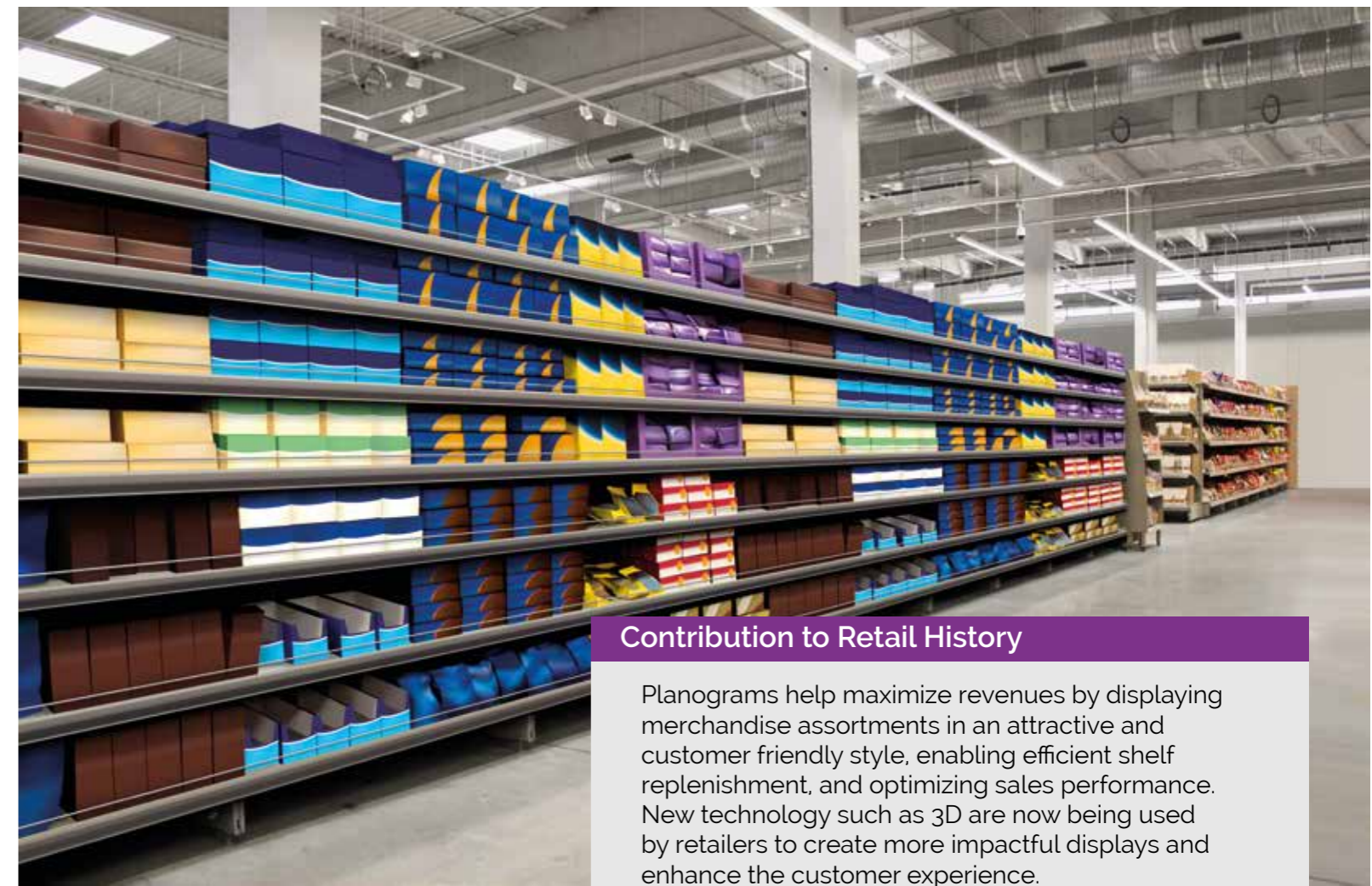
A full planogram shows every level of the store. It indicates what is being exhibited on each level, what products are stocked on what shelves and the volume of each product on each shelf. If the rules of the planogram are followed, the theory is that the products' sales and the customer experience are maximized. Kmart is credited with pioneering the planogram.

Sometimes planograms will consist of texts and boxes and others such as those used by clothes manufacturers, may use pictures that show how the products should look when on display. Planograms are often distributed to stores ahead of a new product launch to ensure the product is displayed consistently across each of a store's branches. Retailers use research to decide how best to make

use of the available space.

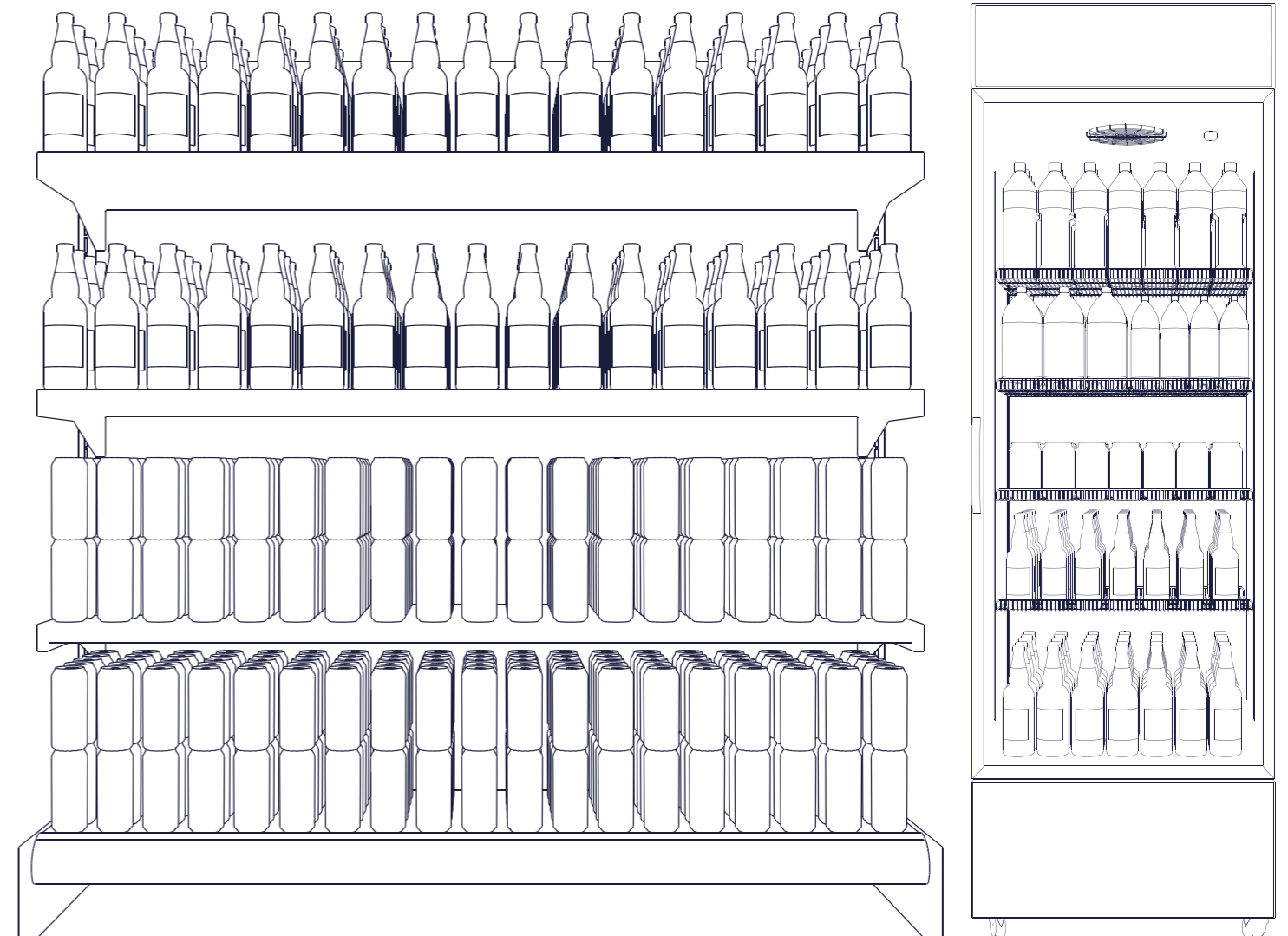
Analysis of past and current sales patterns influence the planogram. For example, the number of 'facings' a certain product should have on display. Margin placement allows the retailer to put those products with a higher profit margin in specific parts of the store and market share placements allow a product to be placed alongside others of a similar nature, decided by how much it's likely to sell.

Planogramming software helps retailers to conduct stocktaking more speedily and accurately and enables virtual teams of manufacturers, retailers, researchers, store managers and of course, the planogrammer, to come together to plan what goes where, in stores all over the globe.



Contribution to Retail History

Planograms help maximize revenues by displaying merchandise assortments in an attractive and customer friendly style, enabling efficient shelf replenishment, and optimizing sales performance. New technology such as 3D are now being used by retailers to create more impactful displays and enhance the customer experience.



LOYALTY CARD

Modern Shopping 1981



The loyalty card is an iconic symbol of a marketing strategy which is widespread within the retail industry.

Shoppers embraced retailers' loyalty cards as a means to obtain a wide range of rewards based on their level expenditures while retailers coveted the wealth of shopper insights data generated by card usage to help develop more effective promotional strategies.

American Airlines is credited with the development of the first loyalty programs in 1981, but retailers were not far behind in recognizing the business value associated with rewarding their best customers. This was especially true of retailers operating in a consumer packaged goods marketplace, characterized by an abundance of retail outlets and intense price competition.

These factors made attracting and retaining shoppers key business considerations. The loyalty card represented a way for retailers to enhance their value proposition and establish differentiation with shoppers.

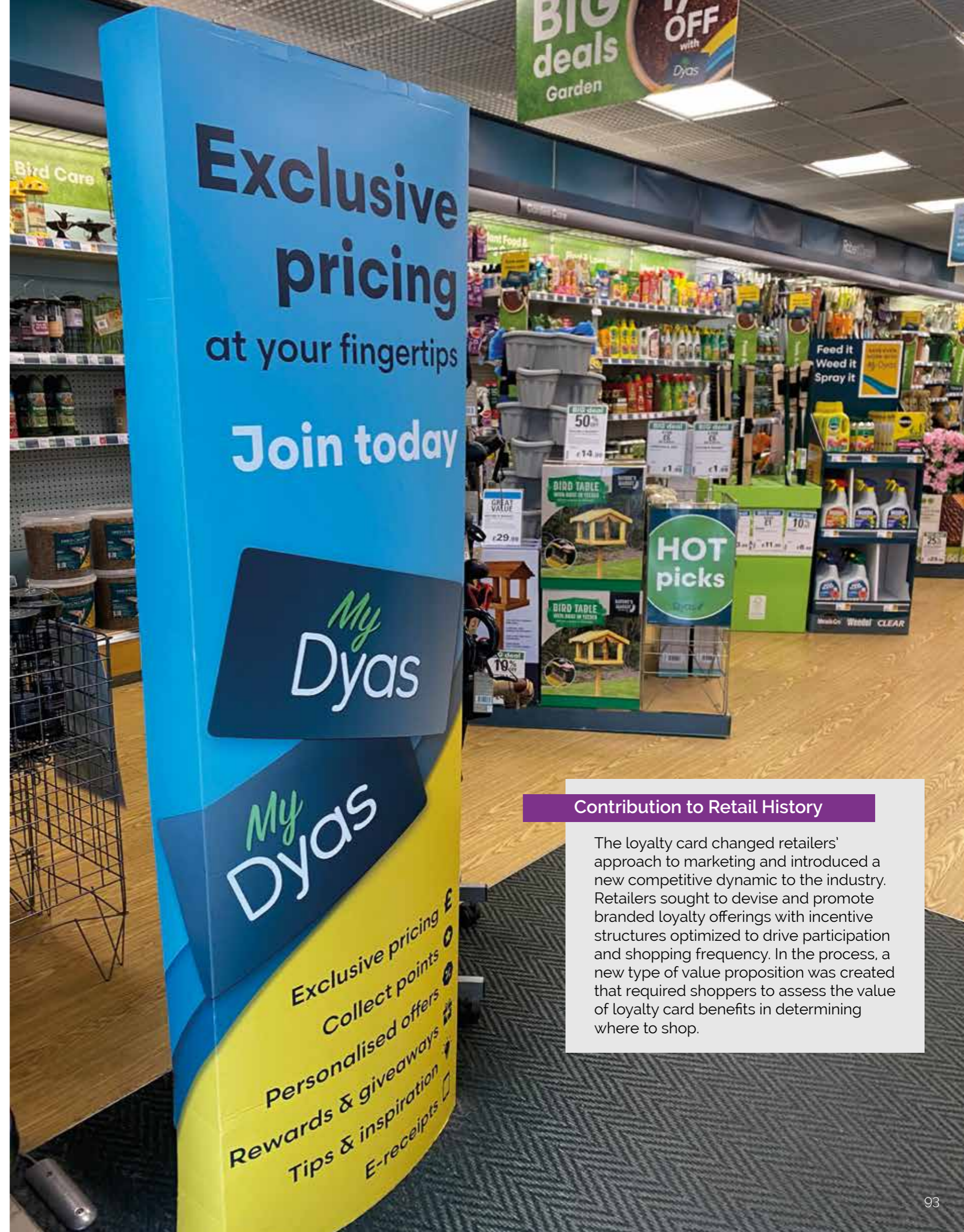
Today it seems at times that virtually every retailer offers some form of a branded loyalty programs with incentive structures that vary widely to include cashback offers, reduced prices, percentage discounts, access to special promotions, free shipping of online orders or the ability to accrue points that can be redeemed for merchandise.

Although retailers and their trading partners incur costs associated with loyalty cards, the expense is justified by the wealth of purchase behavior data generated by card usage. The data allows retailers to know the intimate details of shoppers' purchase behavior and in turn more precisely target shoppers or shopper segments with relevant offers to drive even greater loyalty. Increasingly powerful data analytics capabilities



now give retailers the ability to blend loyalty card usage information with other data streams to develop an even deeper understanding of shopper behavior.

Today, retailers are combining loyalty cards with their branded credit cards, creating omnichannel loyalty programs, developing more personalized rewards, offering premium awards programs, connecting awards with social media content, and forming more brand partnership offerings.



Contribution to Retail History

The loyalty card changed retailers' approach to marketing and introduced a new competitive dynamic to the industry. Retailers sought to devise and promote branded loyalty offerings with incentive structures optimized to drive participation and shopping frequency. In the process, a new type of value proposition was created that required shoppers to assess the value of loyalty card benefits in determining where to shop.

Search...

OBJECT 94

INTERNET

Modern Shopping 1990s



The origins of the Internet date back to the 1960s, when the US government began research into computer networks. The subsequent development of interconnected networks first allowed researchers to share information, but by the 1990s, the commercial potential of the technology had become evident.

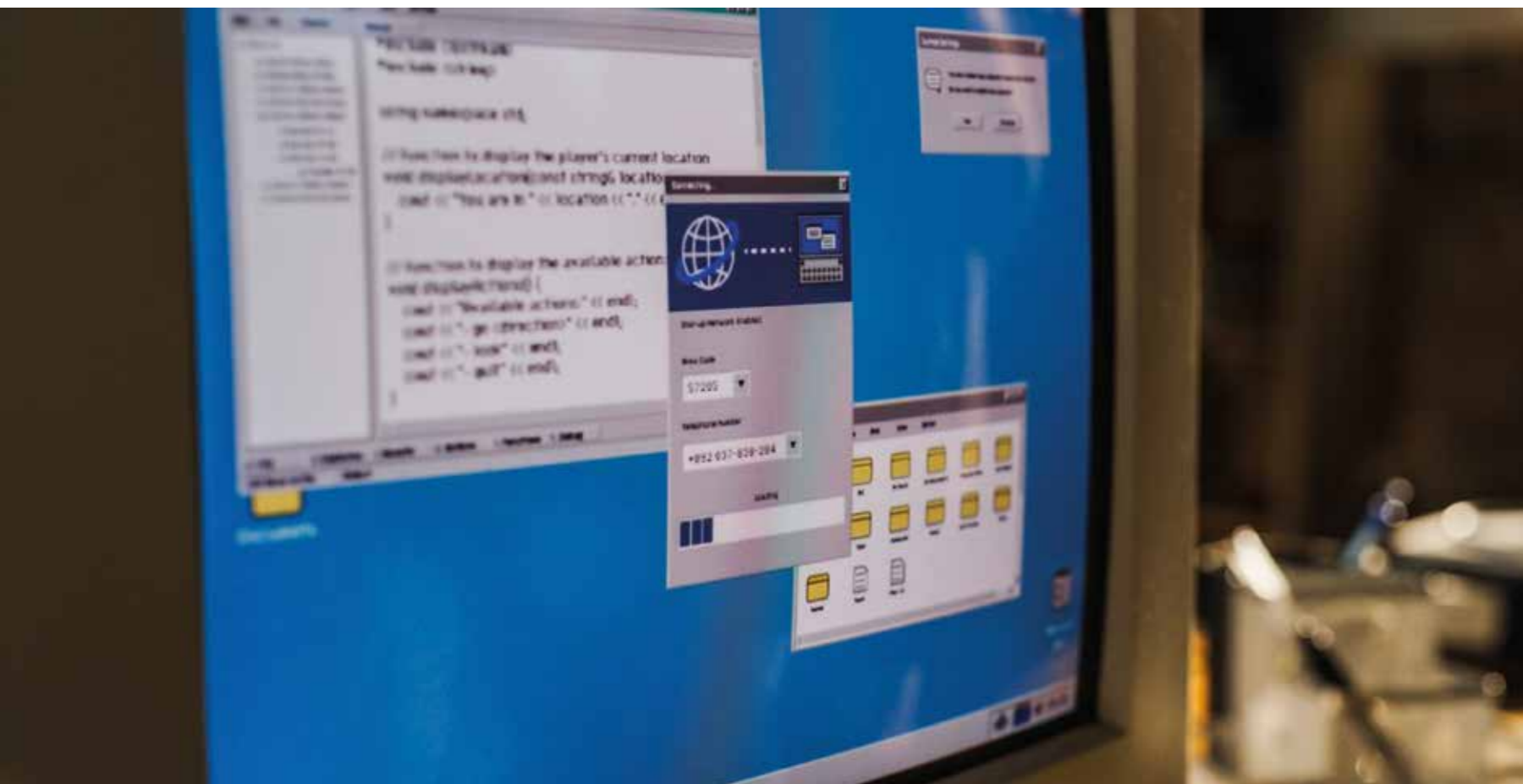


The Internet gained mass market appeal in the mid-1990s and usage of it has grown exponentially ever since. There are now more than 5.5 billion people with internet access worldwide, which is just under 68 percent of the global population. In some regions, it is significantly higher – in northern Europe, 97.9 percent of people have internet connectivity.

The Internet offers shoppers unprecedented access to information, the ability to consume, share and create content and engage in commerce like never before. Presented with this collection of amazing capabilities, the Internet quickly gained popularity. The introduction of devices which allow for mobile access made the Internet an indispensable part of daily life and transformed the retail industry in the process.

It is a phenomenon best exemplified by Amazon.com. Founded in 1995, Amazon.com's initial focus on books and music soon expanded to include other categories and new geographies. The company was the first to recognize and harness the power of user-generated content in the form of product reviews. Shoppers loved reading others' reviews and contributing their own. This unique attribute, and Amazon.com's site functionality, commitment to supply chain logistics and customer service, were a potent combination.

Traffic to the company's websites now routinely exceeds 3.2 billion unique monthly visitors. Amazon's global net sales rose 11 percent to \$638 billion in 2024, with North America accounting for \$387 billion of that.

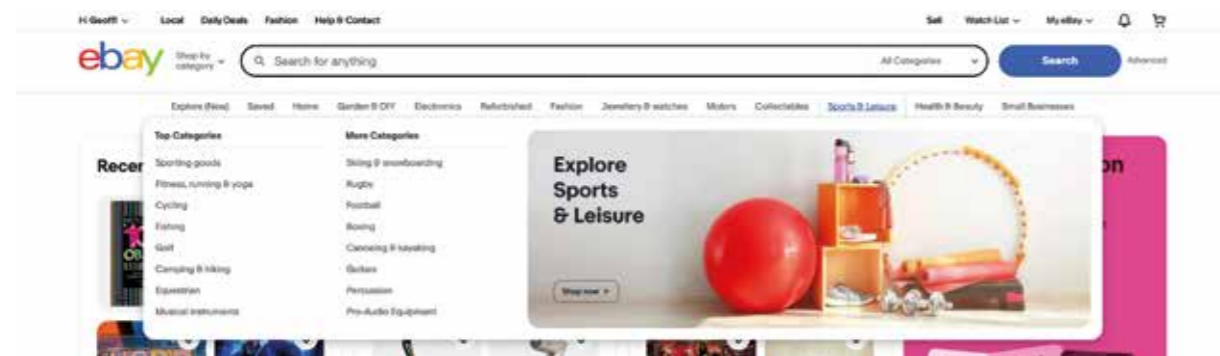


INTERNET

Modern Shopping 1990s



While Amazon.com was busy leveraging the Internet to help shoppers buy, eBay was focused on the sell side of the commerce equation.



The company launched its online auction platform in 1995 and quickly gained favor with sellers and buyers. The auction approach evolved into something much more significant and soon encompassed all aspects of commerce. Many users sold directly, foregoing the auction process entirely, to establish digital storefronts, in essence making eBay the equivalent of the world's largest online mall. The company enables users to buy and sell in nearly every country and, through its PayPal subsidiary, it allows people to securely send and receive payments.

Today, eBay generates close to 722 million monthly visits, and generated revenue of \$10.3 billion in 2024.

The likes of eBay, Amazon and other online-only retailers were at one point regarded as sounding a death knell for traditional brick-and-mortar chains, especially those who offered categories that were well-suited to online purchasing. However, retailers such as Walmart, Tesco, Costco and Macy's recognized their physical stores were not the liability some believed them to be during the Internet's heady early years. Faced with a new breed of competitor, and shopper expectations that were being elevated higher and faster than ever before, conventional

retailers adopted a blended approach to serving shoppers that came to be known as 'multichannel' or 'omnichannel' retailing.

Walmart is among the heritage retailers to have recognized that its physical store base, which exceeds 10,600 stores worldwide, could be used as miniature fulfillment centers. The company acquired e-commerce capabilities domestically and internationally and created a global e-commerce group charged with transforming the Internet into a new growth engine for the company. As things stand now, Walmart.com is one of the most frequently visited retail websites in the world, with around 439 million monthly visits. Its online sales total roughly \$70 billion, a small but fast-growing share of total revenues of nearly \$648 billion in 2024.

However, as Walmart and other conventional retailers have discovered, one of the realities of an increasingly multichannel world is that attributing a sale to a store, a website or a mobile device is not only challenging, for the shoppers, it's irrelevant. Shoppers don't care how a retailer accounts for the sale – only that all platforms and points of interaction with the retailer are highly integrated, so as to provide a seamless experience with the brand.

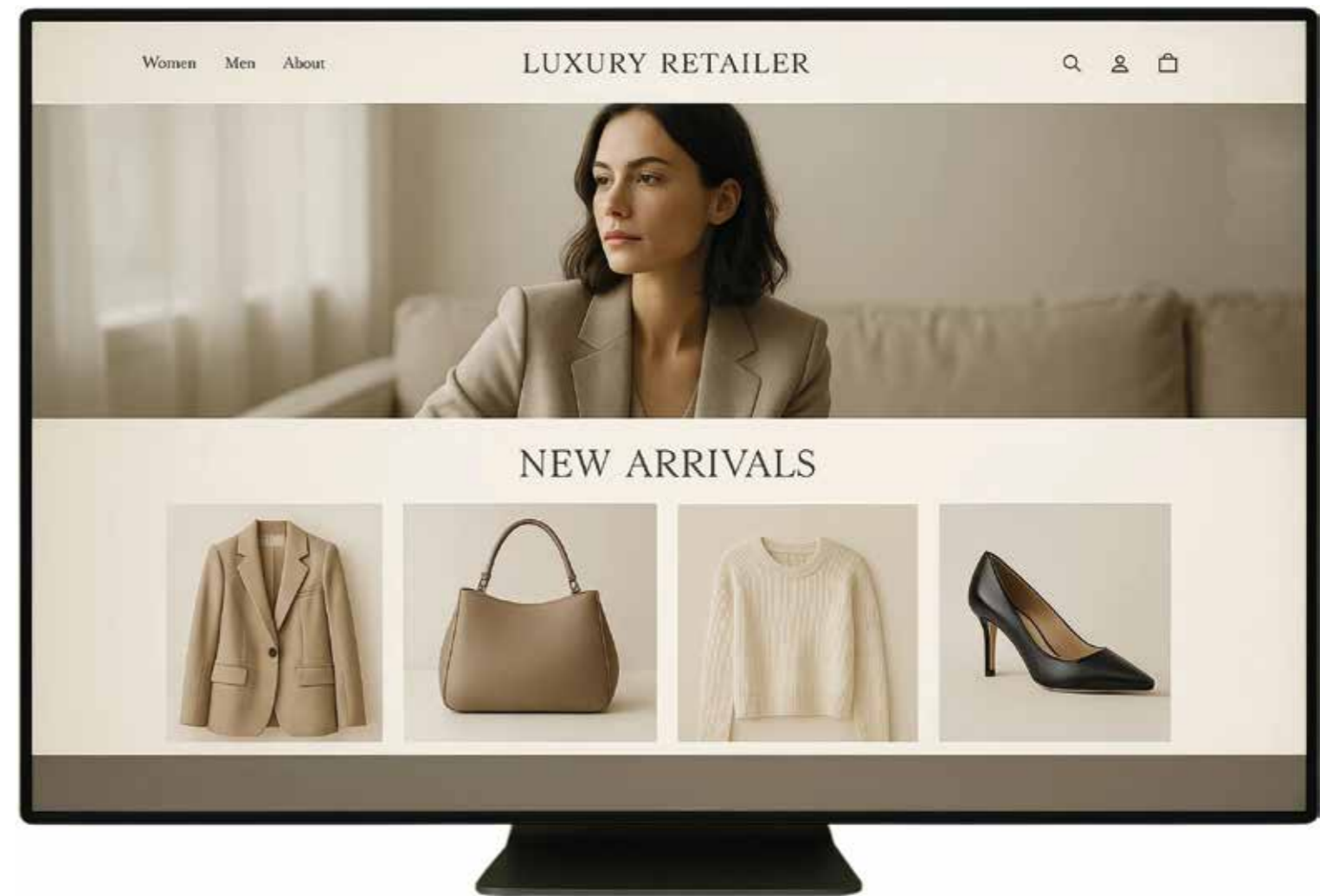
Contribution to Retail History

The Internet's contribution to retail history is impossible to overstate and far from complete. In roughly 15 years, the Internet spawned disruptive companies such as Amazon, eBay, Alibaba, JD, Temu, Google, Facebook, and X (formerly Twitter). The growth the Internet allowed these companies to achieve changed everything retailers thought they knew about retail. From the sourcing and development of merchandise, to marketing communications, store operations and supply chain logistics, retailers were forced to cope with an unprecedented pace of change.

Retailers' boardroom conversations were dominated by discussions of e-commerce, multichannel integration and how to serve customers' rapidly advancing expectations. Traditional retailers were forced to adjust to new marketplace dynamics

created by online only retailers who were gaining market share at an alarming pace, while conventional retailers were shifting to an integrated model that leveraged physical assets and the trust of well-established brand identities.

The Internet's contribution to retail history remains a work in progress, as innovative companies seem to reinvent the future daily. However, an enduring contribution promises to be one of consumer empowerment and access to limitless choice. That is the new expectation of shoppers in the digital age, and the competitive climate in which retailers now operate thanks to behaviors, communications and lifestyle options that didn't exist a generation ago. For many people, anytime, anywhere access to the Internet and the ability to purchase a limitless assortment of products is now taken for granted in much the same way as electricity, indoor plumbing and air travel.



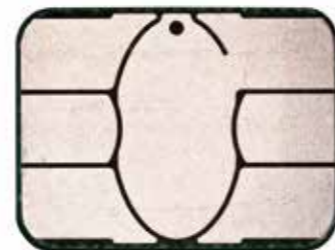
CHIP & PIN



Modern Shopping 1993



We stand at the checkout or at an ATM, insert our cards into a slot and key in our four digit Chip & PIN to withdraw funds or pay for goods or services.



The chip is embedded into our card and the PIN is our Personal Identification Number and both have to be used in combination. The chip holds the same personal data as the magnetic stripe – customer name, card number, expiry date – but it is secured using advanced encryption.

During the course of the early 1990s and early 21st century, most of Western Europe, Australia, and New Zealand began to adopt Chip & PIN smartcards, Canada began to adopt it in 2008 and the US in 2015. The system replaced the old cards with magnetic stripes on the reverse of the card, which had to be validated with a customer signature. These gave rise to security concerns including forged signatures and the ability for employees to swipe transactions through fraudulently when they took customers' cards out of sight. Chip & PIN technology quickly became an established standard for safety and security for

card transactions, providing enhanced protection against fraud from lost, stolen, and counterfeit cards. When France introduced the system around 1993 it saw card fraud drop by 80 percent.

With the introduction of Chip & PIN, responsibility for paying the cost of fraudulent transactions passed from the issuing bank to the retailers themselves, thus giving retailers an incentive to upgrade to the new technology. These days, banks have to prove that the cardholder is at fault if fraud does take place, rather than assuming that it is the customer's fault.

The advent of Chip & PIN technology coincided with the advances in wireless data communication, enabling the card reader system to be portable. For example, in restaurants, the card need never leave the customer's sight.



Contribution to Retail History

A key development in the move to a cashless society, Chip & PIN made customer transactions and back office accounting and reconciliation much easier for retailers. In reducing fraud (theft of cash or from staff 'skimming' information from customers' cards) the system has also lowered retailers' costs. The ease of use of Chip & PIN and the fact that there is no 'minimum' spend per transaction has encouraged customers to use them for even small impulse purchases that they might otherwise not have made.

QR CODE

Modern Shopping 1994



QR stands for Quick Response, and it is the name given to a two-dimensional barcode style recognition system.

QR codes use square black dots arranged on a grid on a white background and have a greater capacity for storing information than the traditional barcode. Originally designed for use within the Japanese automotive industry, over the past few years the use of QR codes has become more widespread.

Today, retailers and consumers can 'read' QR codes using a handheld device such as a smartphone. The camera on the device takes an image of the code and underlying software extracts the data that is represented in the 'patterns' of the code, to return information to the user. The codes can also be used to launch videos, send a text, or direct the viewer to a website. Applications of the QR to date include product tracking, document management and marketing communications.

QR codes have the potential to take online shopping to new heights, as illustrated in 2011 with Tesco's Homeplus in South Korea. The grocery retailer produced a 'virtual store' on a wall, displaying products with QR codes under each. Customers simply 'read' the QR code with their smartphone to add selected purchases to their online shopping basket, for subsequent home delivery.

Contribution to Retail History

QR codes, which have more storage capacity than Universal Product codes or barcodes, have gained significant popularity as smartphone and tablet usage and penetration have become widespread. Manufacturers have incorporated QR codes as part of their product marketing and promotions that enable consumers at point-of-purchase to access relevant details, specifications, and prices which influence buying decisions. QR codes are also being used by video game developers, financial institutions and credit card companies to store information and process payments.



ALIPAY

Modern Shopping 2004



Contribution to Retail History

Alipay created and revolutionized the mobile payment system in China, enabled the explosive growth of e-commerce and transformed all aspects of the payment process including retail systems, operations, checkout, consumer behavior, the shopping experience and data analytics. It has also empowered a new generation of Chinese start up companies. Alipay has pioneered a one-stop solution for consumers, virtually eliminating cash payments and enabling the development and expansion of a digitally driven, unstaffed retail store format that will further impact the future of retailing.



Alipay created the first online payment system in China. This, in a market with low levels of credit card usage, completely transformed the transaction process for millions of people. It enabled the rapid growth of e-commerce, and created what rapidly became a virtually cashless society. Alipay has since added numerous services to its app that connect consumers, marketers, and retailers in unique ways that will continue to change the dynamics of retailing.



When Alibaba founder Jack Ma created China's first on-line payment system in 2004, Alipay revolutionized the transaction process, enabled the explosive growth of e-commerce, and transformed key aspects of the retail business.

Alipay, which began as a service and extension of Alibaba's small business entrepreneurs, has

experienced rapid growth and acceptance among consumers not only in China, but worldwide. Around 92 percent of Chinese internet users make online payments, with digital payments in the country in 2024 worth a total of \$3,700 billion. Alipay has over 54 percent market share.

Alipay has not only revolutionized the payment process and e-commerce business in China, but has also become a benchmark worldwide for its technology and other ancillary services.

Alipay has empowered the implementation of the "New Retail Ecosystem" across China through its enormous payment network and fintech capabilities. It not only provides retailers with new financial products and services, but also applies its fintech technology to maximize the connection between "people", "product" and "place", which enables the traditional retailers to fast-track their Online to Offline O2O transformation.

All evidence, were it needed, that Alipay continues to influence the future of retailing at a super-fast pace and in ways previously thought impossible. Alipay was a pioneer in facial-recognition-based payment, launching its 'Smile to pay' option in 2017.

In 2024, Alipay introduced 'Tap!', enabling users to tap their unlocked phone against a merchant's USB checkout device for faster payments, significantly enhancing merchant checkout efficiency. In addition to payments, Alipay Tap! simplifies access to a wide range of everyday services. For example, users can tap to order food at restaurants, unlock vending machines, rent power banks, and more.

Alipay now has 1 billion users and is widely accepted both online and offline, not just in China but increasingly around the world. Chinese travellers can use Alipay to pay for in-store purchases in more than 50 countries, and the business has partnered with other global payment providers – including American Express, Mastercard and Visa – enabling their customers to use the Alipay wallet while visiting China.

In 2014, Ma and Alibaba created a sister company, called Ant Financial (now known as Ant Group), which became Alipay's operator. Ant had been on track to become the world's biggest IPO, with valuations at the time hovering around \$313 billion, but plans for a 2020 listing in Hong Kong and Shanghai were halted by the Chinese government over regulatory concerns. More recently, the company has been valued at around \$78 billion.

In late 2024, at anniversary celebrations for Ant Group, the normally low-profile Jack Ma, who no longer controls the business, spoke of his confidence in the group's future, powered by opportunities in artificial intelligence.

Alibaba holds a 33 percent stake in Ant Group, which is home to an evolving range of financial services and tech solutions.

The company is investing heavily in global expansion and new technologies that will further shape the payment process and the future of retailing. Its mission is to make it easy to do business anywhere, through "inclusive and green" financial services.

The Alipay+ platform, launched in 2020 as a suite of cross-border payment technology and marketing solutions, has been gradually expanding. Unlike Alipay, it is not a digital wallet, so can be used by Alipay customers as well as users of other digital wallets.

Alipay+ is one of four brands under the Ant International banner. Antom is a unified merchant payment system, supporting the payment needs of merchants in over 50 countries and regions. Bettr provides AI-powered digital lending and credit services for SMEs, and WorldFirst is a unified business account offering cross-border account and treasury services.

A new Chief Innovation Officer, Jiang-Ming Yang was appointed to Ant International in early 2025, tasked with keeping Ant at the forefront of innovation to help businesses, especially SMEs, to achieve sustainable growth in an increasingly complex global environment.

Perhaps one of the most important business aspects of Alipay is customer insights. The company has amassed extensive customer insights, which it then markets extensively within its apps to drive additional sales. The company monitors purchases and can send promotions to users directly within the app.

In summary, Alipay is connecting retailers and consumers to one digital system and new technology that is accessible anywhere in the world, along with a multitude of ancillary services that go far beyond online payment transactions. In this way, Alipay is shaping not just the future of financial services but also the future of retailing.





prime video

amazon kindle

amazon basics

amazon fresh

Amazon's Prime Day, launched in 2015 to mark Amazon's 20th anniversary, is a flagship event held every summer featuring personalised deals for members, who are estimated to number more than 200 million globally. Deals appear as often as every five minutes during select periods during what has grown into a two-day event.

family to share the Prime delivery benefits and access to Prime Video. Elsewhere, sharing of services is restricted to delivery benefits.

Prime membership in the US now costs \$14.99 per month or \$139 for a year, with lower rates for young adults aged 18 to 24. Prime customers spend more and shop more frequently on Amazon, giving it a loyal customer base that returns to the online marketplace.



While Prime began as a delivery service, this aspect of membership has arguably been overshadowed by the Prime Video streaming service that members have access to. It includes a catalog of original shows, and Prime famously signed up Jeremy Clarkson in 2016 to front its hugely popular car show – The Grand Tour.

In 2017, Amazon Prime moved into sports, acquiring parts of the NFL in a \$50 million non-exclusive deal. Since then, the sports offering has been expanded to capture exclusive rights in 10 countries, including Australia, Canada, Brazil, France, Germany, Italy, and the UK. Premier signings include the Copa do Brasil in Brazil, the French Open in France and the UEFA Champions League in the UK, Germany and Italy, along with the EPL in the UK.

Prime Day 2024 set a new sales record, generating \$14.2 billion in the US alone, 10.5 percent up on the previous year. Shoppers bought 300 million items during the event, with around 60 percent of households placing more than two orders. Average household spend was \$152, with apparel, shoes and electronics the top-selling categories.

In 2022, Buy with Prime was launched, allowing Prime members to buy goods from partner brands and opt at check-out to take advantage of Amazon's shipping, return and exchange services.

Launched in 2005, free two-day shipping was Amazon Prime's initial offering, with other services quickly made available, such as Prime Video, Gaming and Reading. Prime Pantry, which allowed Prime members to order everyday food items for delivery in a single box for a flat fee, was launched in the US and key Asian and European markets but by 2020 had been stopped in all markets.

In January 2023, Amazon announced the launch of RXPass, a prescription drug delivery service. This allows Amazon Prime members in the US to pay a \$5 monthly fee and have eligible medications delivered to their door. Prime members can also get discounts on drugs at more than 60,000 participating pharmacies around the US, including Amazon Pharmacy.

In the US and the UK, Amazon Prime offers Amazon Household, which allows members of the same

amazon alexa

amazon music

amazon pharmacy

games

OBJECT 98

AMAZON PRIME



Modern Shopping 2005



Amazon Prime is at the center of Amazon's initiatives to build a loyal customer base. The subscription service represents a market-leading offering that delivers a wide-range of exclusive benefits to members. These include free express shipping, often same-day, plus music and video streaming services, along with access to e-books, games and digital storage.

Contribution to Retail History



Called the Amazon Effect, founder Jeff Bezos has built Amazon into a powerful company that has changed the dynamics of almost every aspect of retailing and established new standards for shopping. Amazon Prime is just one example of how the company has redefined marketing, promotions, customer service, customer loyalty and sales.

SMARTPHONE

Modern Shopping 2007



Smartphones combine the traditional voice-calling functionality of a cellular telephone with an expanded feature set and the ability to run easily downloadable software programs that harness the power of the Internet.



Smartphones are powerful tools for shopping that give users unprecedented access to information and the ability to instantly communicate with a global audience via social media.

The earliest devices to combine telephony and computing emerged in the early to mid-1990s and were produced by IBM and Nokia. However, the term "smartphone" didn't appear until 1997 when Ericsson introduced a concept product billed as a smartphone. A few years later it began actively marketing several products as smartphones and then in 2002 the Blackberry arrived on the scene and quickly gained acceptance among business users who found its email functionality addictive.

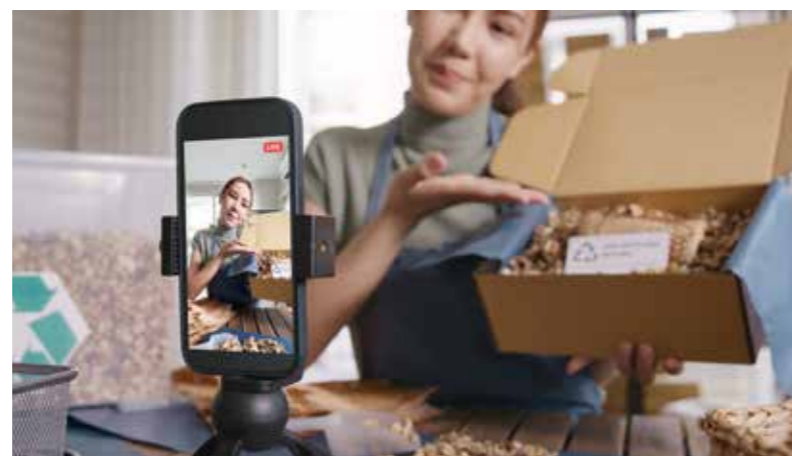
While these early models possessed various smartphone attributes, it wasn't until 2007 with the introduction of Apple's iPhone (now in its 16th incarnation) that the smartphone revolution began. The iPhone's ease of use, feature set, elegant design, touch-screen user interface and, most importantly, abundance of applications, made the product an instant hit. Apple fans clamored for upgrades of the original model and soon other handset manufacturers introduced competing products with similar feature sets running on alternative operating systems. Smartphone sales quickly outpaced those of conventional handsets, and now, there are more than 7 billion smartphones in circulation globally. Almost every adult has the world of retail in their pocket. Many consumers in fast-growing economies "leapfrogged" the stages of having a landline and home computer

entirely; their first experience of a phone, computer or the internet was via a smartphone.

As smartphones became an integral part of daily life for millions and then billions of people, the capabilities the devices offered shoppers created new challenges and opportunities for retailers. Retailers offered apps that allowed shoppers to connect with their brand, locate stores, purchase products, create shopping lists, track online orders and receive marketing communications such as incentives or product recommendations. Smartphones also gave shoppers the ability to instantly compare prices while standing in store aisles, and provided access to product reviews which could impact sales. Social shopping, via commerce links from social networks, rapidly became a worldwide phenomenon.

Now, around 78 percent of retail site traffic globally comes from smartphones, though this varies tremendously by market. In China, for instance, almost all e-commerce is m-commerce. Smartphones now generate 68 percent of online shopping orders.

Smartphones have had a tremendous impact on the retail industry in a compressed period of time, but even greater change is expected as new shoppers join the mobile revolution. While penetration globally is high, there remain significant growth opportunities in developing markets. The capabilities of smartphones are advancing, connectivity is improving, and form factors are evolving, often linked to wearable devices such as watches and fitness/health trackers.



Contribution to Retail History

The smartphone gave shoppers unprecedented ability to access and share information via a mobile device with significant implications for retailers. Most notably, smartphones brought an unprecedented level of price transparency to the shopper and spawned the practice of "showrooming", in which a shopper visits a physical store to check out a product, then uses their smartphone in the moment to find the best online or offline price, and make the purchase.

Retailers capitalized on the power of smartphones by introducing their own apps, providing functions that enhanced the shopping experience, including smart searching functions that "learn" from what users do and don't click on, and virtual reality options so shoppers can see what an item would look like in their own home.

Some retailers equipped store staff with smartphones and tablets to aid customer service. The smartphone forced retailers to move faster than at any other time in history to keep pace with the rising expectations of smartphone-assisted shoppers.





OBJECT 100

SHOPPING FESTIVALS

Modern Shopping 2009



There are times you shop because you need to restock your fridge or get a new outfit for an upcoming event, and there are times you shop because it feels being part of a national celebration.

Contribution to Retail History

Shopping festivals are both part of retail history and a key contributor to some of retailing's biggest success stories. With their origins in shopping events that predate not just e-commerce but the modern trade entirely, today's shopping festivals unite shopping and festival, for a frenzy of entertainment and commerce that has powered the growth of retail giants including Amazon, Alibaba and JD.



It's no coincidence that shopping at certain times of the year takes on a festival feel; indeed, these busiest of shopping seasons often coincide with bigger celebrations and changes in the seasons. The countdown to Christmas. Black Friday. Cyber Monday. Chinese New Year. Back to school. Summer holidays. You know the times of year when the deals will be hot, and the competition to bag a great deal will be intense.

But shopping festivals weren't, as the most cynical of shoppers might assume, invented by modern retailers as a ploy to maximise sales and provide predictable peaks in revenue throughout the calendar year.

They actually began centuries ago, when the excitement around the arrival of travelling fairs and traders to remote towns and villages gave shopping a festival feel. Excitement would build as word spread that traders were getting near, and market day became the highlight of many people's week or month. Families and friends would get together, shop together, eat together and have fun. There was shopping, but also a festival around it.

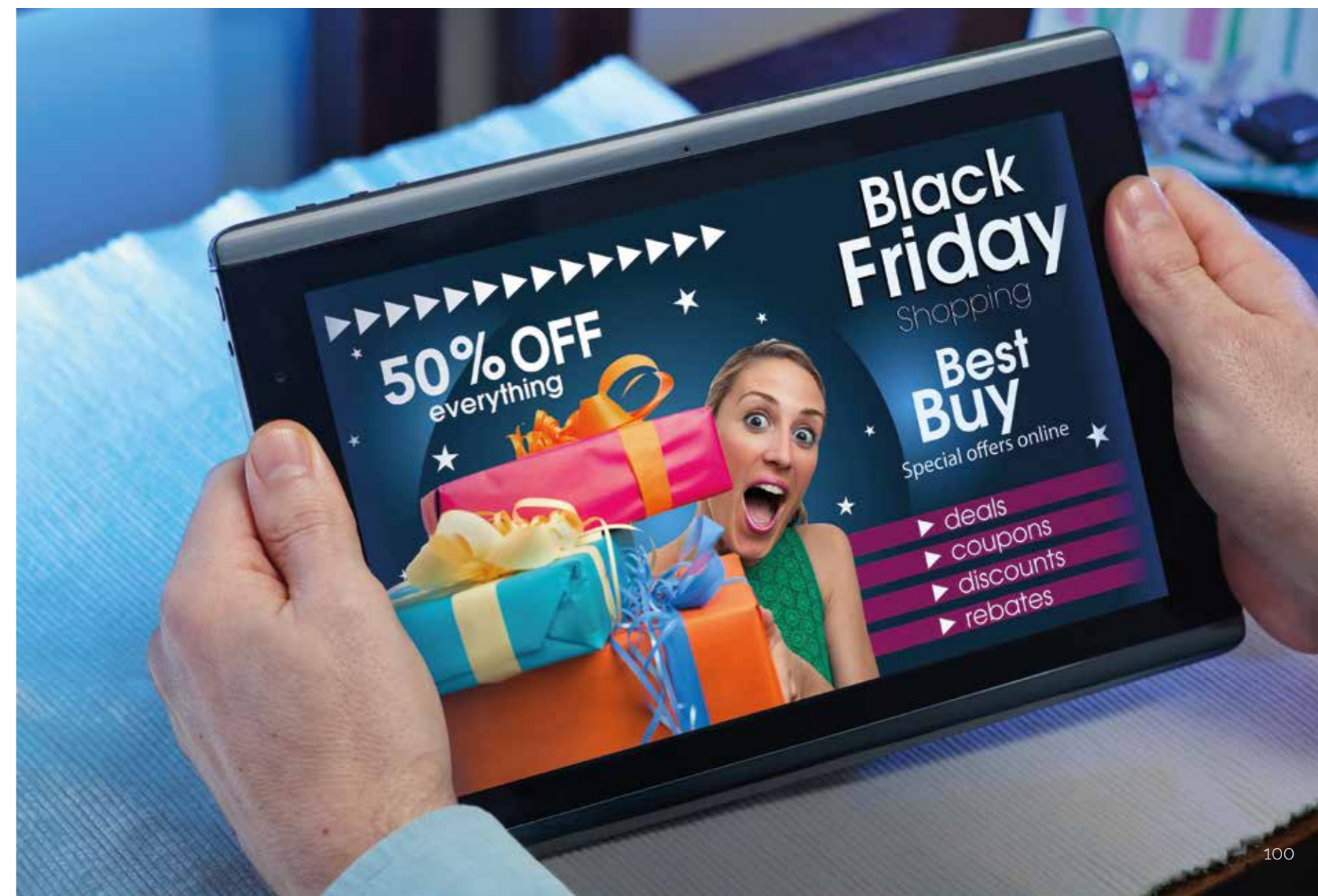
Today, shopping festivals have evolved and are often largely online. The biggest shopping festival in the world, 11.11, takes place every November, and while

it's almost entirely about the China market, festival fever has been spreading among consumers and suppliers worldwide.

The festival was created in 2009 by Alibaba but is now celebrated by almost every Chinese retailer. In 2024, total sales around the 11.11 festival were estimated at a record-high 1.44 trillion yuan (around \$151 billion), up around 24% on the year before. Alibaba platforms alone saw a record 589 brands surpass RMB 100 million (\$13.8 million) in Gross Merchandise Volume (GMV), including 45 brands topping RMB 1 billion (US\$ 138 million).

The 11.11 festival is bigger than Amazon's Prime Day, Black Friday and Cyber Monday combined. But like all the best shopping festivals, it succeeds because it's not just about bargains.

Live blockbuster events featuring A-list talent – supported by livestreaming, of course – are a key aspect of the modern shopping festival, along with time-limited exclusives, special deals, the possibility of teaming up with friends, and a competitive element thanks to the gamification of e-commerce. All are hallmarks of the modern and largely digital shopping festival, but all with a heritage in those market-day festivals of old.





OBJECT 101

STORE AS A MEDIUM

The Future of Retail



Introducing:
The Store as a Medium. How physical stores can create media magic.

The next retail revolution spins on a central point: stores can be powerful tools for communication.

We call it 'The Store as a Medium'.

Here's how it works...

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Picture this: A shopper walks into a supermarket and asks a shelf or screen where the basmati rice is. They get directions to the right place, with lights along the way to guide them, as well as a personalized discount on tikka masala sauce based on their previous purchases in the store.

Another possibility: A digital in-store display shows a snack brand's video message, with content matched to the time of year, real-time weather conditions and the fact that school holidays have just begun. When shoppers respond to a call to action with a wave, thumbs-up or even a smile, the display unit dispenses a free cookie.

And another: Video advertising for moisturiser plays above a shelf in the health and beauty zone, with content adjusted according to the approximate age of the person nearest the display. If a shopper wants personalized advice, they can begin a voice chat via the display with a product expert. This is a world away from digital screens in stores showing TV ads on a loop.

It is 'The Store as a Medium' – and it's going to be huge.

What if stores could bring value to a business – and their supplier brands – in ways other than distributing goods? What if there could be new revenue streams?

What if stores were less about just shifting stock and more about warming hearts and changing minds?

With the store as a medium, physical retail can play a unique role in people's lives – making shopping personal, desirable, informative and satisfying... and profitable for retailers and brands.

The store as a medium turns surfaces in physical stores into places where shoppers engage with brand communications, services and exciting new experiences – all things they can't do in the same way via e-commerce.

It's where the Internet of Things meets programmatic advertising, machine learning and big data analytics – and becomes something very personal and powerful for retailers, brands and consumers.



In-store displays can adjust the brand messages they present so they are relevant to the individuals who are nearest to them.

In ways that protect consumer privacy, screens can change the content they offer based on variables such as location, time of day, the weather – and even make changes depending on shoppers' facial expressions.

That means, at a fairly basic level, beer and soft drink ads in the hours ahead of a local football final, perhaps, or suggestions for quick family meals when the after-school shoppers call by.

At a more advanced level, data inputs (like weather) combines with data collected via in-store sensors (like the approximate age of a nearby shopper). And that combines with retailers' first-party data – real-time sales information from their physical and online stores.

Then all this data, some algorithmical magic and human insight are combined to ensure in-store media is highly relevant to individual shoppers, driving excitement and sales.

The store as a medium, crucially, moves retail marketing away from discounting – especially important right now, with margins so slim for many brands and stores.

Retailers and their partner brands can generate an instant, measurable effect on sales and brand equity by informing and inspiring shoppers at the key 'moment of truth'.

Perfect timing – why this is a game-changer right now

A vision of what the store as a medium has been around for close to a decade. In fact, the technology to make it possible has been available for years.

But now is the time to make it happen. Why?

The price is right!

The technology that powers the store as a medium – cameras, sensors, screens and data processing technology – has come down in price to the point at which even the smallest Mom and Pop store can afford it.

Emerging business models mean stores don't actually have to buy the technology at all, and financiers from outside retailing are investing in the potential of the store as a medium.

This is where the store as a medium really shines. Stores and brands can use it to entice, engage, entertain and interact with shoppers, providing highly relevant messages that are magical, memorable and personal.



STORE AS A MEDIUM

The Future of Retail



AI Generated

The store as a medium enables screens, shelves, cooler doors and other displays to be so "smart" they can:

- Understand something about the shopper who's looking at or approaching them. Like a good sales associate, it can adapt content to make choosing easier and maximize sales.
- Use facial expressions, eye tracking and other sensors to gauge the likely emotional state of the shopper. Are they relaxed and in the mood to watch a funny video, or anxious and in a hurry?
- Chat with a shopper using natural language to help people find the product, inspiration or experience they want.
- Alert a shopper to the fact they've just added a product to their basket that contains something a family member is allergic to.
- Signal that a nearby item is on a friend's birthday wish list and is available in their favorite color.

The technology "knows" a lot about what is going on in a store, but is deliberately configured so it does not know who is doing what.

Even when smart surfaces are linked to geotargeting of mobile phones, it's not people being followed, but devices belonging to anonymous owners being logged in different places. A smartphone can be tracked watching a video on a supermarket fridge door, and that can be linked with a sale 20 minutes later, but no one knows who that shopper was.

The anonymization of data means retailers and brands using the store as a medium technology are compliant with the European Union's General Data Protection Regulation (GDPR), widely seen as the gold standard on personal privacy.

The role of the store, when the store is a medium, becomes much more than a place to transact. It becomes a place for interaction. A place where experiences come to life – retailer and third-party brand experiences.

This helps retailers in six key ways:

1. They generate advertising and data revenue from brands whose products they stock with full attribution.
2. Sales rise because the in-store brand messaging is personalized and powerful.
3. Screens and sensors generate a data stream that helps the store and brands better meet shoppers' needs.
4. Stores can use the technology to improve efficiency, reduce shrinkage and prevent out-of-stock problems.
5. Supplier brands using the store as a medium get greater value from the relationship with the retailer as sales and consumer sentiment improve.
6. Shoppers get more from the experience, and visit more frequently.

The Contribution the Store as a Medium will bring to Retail

The Store as a Medium has the capacity to bring radical change to retail, creating new sources of revenue for retailers, better in store experience for the customer. It can fill the data gap between the digital and physical experience and create attributed media spend data to sales.



AI Generated



AI Generated



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STORE AS A MEDIUM

The Future of Retail



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AI Generated



AI Generated



You already have digital signage deployed in-store, supported by a range of networks. So the question is - what's next? How do we unlock the store's full potential as a media channel, not just for today, but for the future?

nCountR™ is a platform that works for today and is ready for the future.

Yes - nCountR™ can support everything that exists in digital out of home (DOOH) today. We integrate with existing networks and help optimize their performance - no disruption, just better results. Basically, we bring full interoperability, working across all major content management systems, ad servers, and measurement solutions. We ensure data-driven performance, aligning with the Interactive Advertising Bureau's (IAB) quadrant-based measurement model, and we provide centralized programmatic access, ensuring maximum ad fill and revenue per store.

But the nCountR™ platform is more. We're not pitching you another DOOH network. We see the store becoming the most important communication channel for brands and retailers to engage with shoppers.

For years, brands have struggled to create meaningful connections with shoppers in physical stores. But what if the store itself could become the medium - not just a place for transactions, but a powerful communication channel? That's the opportunity now.

We have an opportunity to evolve the store into an experiential center. A destination where customers don't just shop - they engage. Picture this: interactive cooking demonstrations in the aisles, or product tastings led by experts, or wellness activations where brands showcase their latest innovations. These experiences turn routine trips into memorable moments, building deeper emotional connections and increasing foot traffic. More importantly, they create opportunities for brands to engage in ways that digital ads simply can't replicate - driving loyalty, retention, and long-term sales growth.

We have an opportunity to enable the store to become a powerful storytelling platform. Every brand has a story, but the challenge has always been how to tell these stories effectively in-store.

With nCountR™, stores can transform shelves and screens into immersive storytelling platforms. This approach builds trust and elevates brand value, making shoppers more likely to choose premium or exclusive products. It positions the store itself as a high-impact marketing channel - one where brands will want to invest, knowing their stories are being told in the right place, at the right time, to the right audience.

We have an opportunity to make the store the most valuable last-mile media hub. At the moment of purchase, no other media channel holds as much influence as the physical store. While brands spend billions on digital ads that may or may not lead to conversions, brands and retailers now have the ability to place messaging directly at the point of decision. Through in-aisle digital promotions, personalized mobile offers, and AI-driven product recommendations, we can help brands shift their budgets in-store - because that's where intent becomes action. This isn't just about increasing ad revenue - it's about proving that the retailer is the final and most important step in the shopper journey, where brands can drive real, measurable impact.



AI Generated

The nCountR™ platform unlocks these opportunities. We bring together a 'who's who' in the technology space. Here are three ways in which we stand out:

First, we future-proof retailers' digital signage investment. Traditional in-store media networks often operate in closed ecosystems, limiting flexibility and leading to costly hardware replacements every few years. We have created open, adaptable architecture that ensures your screens remain valuable long-term. You can continuously integrate new innovations, ad formats, and data-driven insights - without needing to rip and replace hardware. This

means less capital risk, more flexibility, and the ability to evolve with the fast-changing retail landscape.

Second, our platform is built on an open, microservices-based architecture. The biggest challenge with most in-store media solutions today is that they operate in closed, proprietary environments - preventing retailers from leveraging the best available technology. nCountR™ is different. We've built a modular, cloud-native platform that can evolve with next-generation retail technology. Whether it's AI-driven personalization, IoT-powered shelf sensors, or dynamic ad-serving based on real-time shopper behavior, our platform can adapt. For retailers, this means never being boxed into a single-vendor solution, and always having access to the best-in-class technologies and tools needed to stay ahead in retail media.

Third, nCountR™ is not just a signage network - it's the platform for tracking the full consumer journey, from ad exposure to purchase. Brands want more than just impressions; they need proof that their media investments drive real-world outcomes. This is where nCountR™ changes the game. We give you unparalleled visibility into shopper behavior - tracking where customers go, what they engage with, and how media influences their path to purchase. We use advanced in-store sensing to map consumer journeys, to uncover patterns, optimize ad placements, and deliver smarter, more personalized campaigns. At the end of the day, this isn't just about running ads - it's about understanding purchase intent and increasing basket size. If a shopper sees an ad for a premium coffee brand in Aisle 3 and later purchases it at checkout, nCountR™ can quantify that impact, proving the value of in-store media in ways traditional signage networks simply can't. This is huge. For the first time, retailers can prove to brands that in-store media is just as measurable, just as accountable, and just as valuable as digital advertising. This means brands will shift more of their budgets into stores.

The real opportunity is in where retailers want to go next. How do we unlock the store's full potential? We believe that, together, we can build something far bigger - turning your store into the most valuable media channel for the future. We hope we can work together and make that vision a reality.

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Soda Fountain

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Specialty Store

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Supermarket

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