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OPERATING RESULTS OF
DEPARTMENT AND SPECIALTY STORES
IN THE PACIFIC COAST STATES: 1935

BY
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GEORGE F. BAKER FOUNDATION

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FOREWORD

This report on the margins, expenses, and profits of department and specialty stores in the three Pacific Coast states of Washington, Oregon, and California has been prepared to make publicly available, for the use of students, business men, and others, data indicating how the operating results of department and specialty stores in these states differ from the average results for the United States as a whole.

With a few exceptions the data on which this bulletin is based were used also in preparing the Bureau's Bulletin No. 100, which gives nation-wide common figures for department and specialty store operating results in 1935. The cost of the extra work done in connection with the present bulletin, however, was met entirely from a fund gathered by the San Francisco Bay Cities Controllers' Group which is affiliated, through the Controllers' Congress, with the National Retail Dry Goods Association. This fund was contributed by the Retail Dry Goods Association of San Francisco; the Retail Controllers' Association of Los Angeles; the Portland Controllers' Group; the Seattle Controllers' Group; the San Francisco Bay Cities Controllers' Group; the Retail Merchants Association of Oakland; Meier and Frank, Portland, Oregon; and Bullock's, Los Angeles, California. The Bureau appreciates deeply the assistance which these contributors have given. It wishes to thank, also, the seventy-four firms in Washington, Oregon, and California which reported their figures for this study; and the National Retail Dry Goods Association, which made possible the Bureau's nation-wide survey of 1935 operating results.

These department and specialty store surveys are part of a wider program of research in the cost of doing business among retail and other trades which is conducted by the Harvard Business School as one of its efforts toward assembling reliable and timely information for use in teaching.

The present bulletin was written by Assistant Professor Carl N. Schmalz, Manager of the Bureau of Business Research, who directed the study upon which it reports. The statistical and accounting phases of the work were supervised by Miss Elizabeth A. Burnham.

MALCOLM P. MCNAIR,
Director of Research

Boston, Massachusetts
July, 1936

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