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**AN ANALYSIS OF OPERATING DATA FOR
SMALL DEPARTMENT STORES
1938-1942**

**BY
ELIZABETH A. BURNHAM**



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**HARVARD UNIVERSITY
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
BUREAU OF BUSINESS RESEARCH
SOLDIERS FIELD, BOSTON 63, MASSACHUSETTS**

DIGEST

**AN ANALYSIS OF OPERATING DATA FOR
SMALL DEPARTMENT STORES
1938-1942**

Management problems of smaller business are being studied currently by the Harvard Business School. The present Bulletin reports on one phase of this research.

The study is offered as having particular interest to persons in the department store field; to persons who consider entering that field; and to persons concerned with those problems which are peculiar to small enterprise.

The Bulletin was written by Professor Elizabeth A. Burnham, Acting Chief of the Bureau of Business Research. The following digest indicates more fully the material contained in the study and gives some of the more important findings.

The study is based on the experience during the five years 1938-1942 of 42 department stores with annual sales of \$100,000 to \$1,000,000.

The operating and financial history of these 42 firms makes it appear that there exists a genuine consumer liking for stores of this kind, located with consideration for public convenience and managed with intelligent understanding.

To make the data studied more usable for persons with a particular sales level in mind, the 42 reports were divided into three size groups for which operating results are reported separately. Stores in each size group had their own particular problems, their special advantages, and their special difficulties. For example, the types of localities served by stores in the three size groups typically differed. In general, the greater the sales volume, the greater was the population density of the county in which the store operated.

Substantial sales increases for the period were shown for all three groups of stores: 28% for the smallest stores; 48% for the middle group; and 60% for the largest stores. In part these differ-

ences in rate of sales increase may be taken to reflect the relatively greater war production activity of the larger population centers.

Gross margin percentages also rose for each size group. In 1942, gross margin common figures were 35.5% of net sales for the smallest stores; 35.0% for the middle group; and 37.0% for the largest stores. Expense rates, however, declined for the period. The lowest total expense percentages for all five years were recorded by the stores in the middle size group. These stores apparently were able to make the best use of the space occupied, with consequent advantage in real estate costs as a percentage of sales. Executive compensation as a percentage of sales, on the other hand, was lowest for the largest stores although considerably greater in dollar amount.

For 1942, the favorable expense rate of the stores in the middle-size group contributed to their over-all advantage. Their average earnings in that year before dividends and federal taxes on income and excess profits were 8.8% of sales as compared with 7.8% for the smallest stores and 8.5% for the largest. For the five-year period, however, the rate of increase in earnings was best for the smallest stores.

The comparisons just made are based on averages for each of the three groups of stores. Within each group, however, there was much variation as between individual stores. War conditions and other factors affecting the sales potentials of the various store locations had a part in the end results. But, in addition, differences in the quality of merchandising policies and management abilities made themselves felt.

Most of the firms which consistently realized better than average profits had low percentage costs. Several firms showed curtailed profits as a result of sales declines without corresponding reductions in dollar expenses. And, in other cases, unfavorable margins on the merchandise sold were reflected in low earnings.

Ready-to-wear and ready-to-wear accessories formed the backbone of sales for the 42 stores reporting. Shoe and millinery departments frequently were operated by lessees. Study of the leased departments led to the conclusion that profits are endangered when sales of leased departments rise much above 10% of total volume.

All the stores surveyed had been in business more than 10 years in 1942, and more than 90% of them were established before 1920. This age distribution is significant but not atypical. Census data show that only 13% of the independent department stores in the country in 1940 were founded after 1929.

In defining a department store, the Census sets a lower sales limit of \$100,000. Thus it would appear from the information offered as to age of stores that reinvestment of earnings for some years ordinarily has been required to enable a store to reach this volume and be classed as a department store. The Bureau's study shows that the stores investigated typically had surplus, reserves (other than for depreciation and taxes), and capital (exclusive of real estate owned) equivalent to between 40% and 50% of the annual sales realized.

Growth of chain department stores perhaps has increased the difficulties which the small department stores face in their development. Nevertheless, it is concluded that there is a real opportunity in many communities for small independent stores to build up sales and reach earnings of 10% to 15% on their investment. Also, it reasonably may be anticipated that, after the war, there will be a swing away from standardized fashions with an increased need for creative merchandising aimed at meeting individual demands of local clientele.

Soldiers Field
Boston 63, Massachusetts
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FOREWORD

For twenty-four years the Harvard Bureau of Business Research has conducted cost research for department stores, and during that time has accumulated a considerable body of confidential operating statements of firms of all sizes.

In view of the current widespread interest in the problems of small business, and as a part of a program of research in the management problems of small business on which the School has embarked, it appeared desirable to have a segregation made of the statements of small department stores which have reported consistently for a number of years, and to analyze the figures thus made available. To supplement this analysis, special questionnaires were mailed to the executives of the firms for which figures were being studied. The Bureau is grateful for the response of the individual executives approached.

Professor Malcolm P. McNair, who for many years has taken an active part in the cost research program, gave many suggestions which proved valuable in planning and executing the program. The statistical work was supervised by Miss Esther M. Love of the School's Research Staff. The report was written by Professor Elizabeth A. Burnham, Acting Chief of the Bureau.

MELVIN T. COPELAND
Director of Research

BOSTON, MASSACHUSETTS
August, 1944

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APPENDIX A

DEFINITIONS

Common Figures

The term "common figure" is used by the Bureau to mean the most representative figure in any series or array. It is the figure around which the percentages from all the individual reports in a group tend to concentrate. It is determined partly by the median, that is, the middle figure when the items are arranged in order of magnitude; and partly by the interquartile average, which is the arithmetic average of the middle half of the figures. The lowest and highest figures, respectively, of those occurring in the middle half of the series mark the interquartile range. The common figure is selected partly by judgment based on inspection of the data and partly by means of computed averages. It is designed to reflect the typical performance.

Definitions of Major Items

Net sales, used as a base for computing percentages, represents the volume of business done in owned departments only. This figure is computed by deducting from gross sales the amount of merchandise returned by customers and the allowances granted to customers. For classification purposes the size of store has been measured by net sales in both owned and leased departments, that is, total store net sales.

Gross margin is net sales less total merchandise costs (net). The Bureau defines total merchandise costs (net) as the sum of three factors: (a) the difference in merchandise inventories at the beginning and end of the year; (b) purchases of merchandise at net cost delivered at the store or warehouse; that is, after cash discounts received have been deducted and after inward freight, express, and truckage have been added; and (c) alteration and workroom costs, net (costs less receipts from customers).

Total expense, according to the Bureau's definition, includes not only actual expenditures and regular charges, such as those for depreciation, but also charges for interest at 6% on investment in plant and equipment used, in merchandise inventory, and in accounts receivable, regardless of the source of the capital invested in these various

assets or the rates paid on any capital borrowed. Also, total expense includes charges for the salaries of proprietors, active partners, and chief executives, whether or not they actually were paid. Salaries of inactive partners are considered as deductions from net gain. Total expense, therefore, represents the true long-run economic cost of conducting the merchandising or trading operations of the reporting stores.

Net profit, as the Bureau uses the term, is the amount which remains after deducting total expense from gross margin; or, stated differently, it is the amount which remains after deducting total cost, the sum of total merchandise costs (net), and total expense, as defined above, from net sales. Thus net profit is the profit after charges for capital, including that invested in real estate, and for management. It reflects the efficiency of a firm in the conduct of its merchandising operations and the profitableness of a concern as a merchandising enterprise. This figure, however, is *not* the net business profit *before interest on owned capital* which many businessmen customarily look upon as net profit and which the Bureau calls "net gain."

Net other income includes interest at 6% on such part of the capital used in the business as represents the firms' equity, including the equity in real estate; and, as regards borrowed capital used in the business, any difference between interest at 6% and interest actually paid. These interest credits are made to offset imputed interest charged as expense. In addition, net other income includes the amount of interest actually received, receipts from leased departments,¹ and net income from any nonmerchandising operations.

Net gain before federal tax on income is the total of net profit and net other income. It is the net earnings, including return on investment, after considering all miscellaneous income or deductions other than federal income taxes. Net gain is the figure which many merchants, bankers, and accountants have in mind when they speak of net profit, net business profit, or net earnings. In using the net gain figures, allowance must be made for the desired rate of return on invested

¹For a discussion of leased department operations, see Appendix B, page 39.

capital. The Bureau's treatment of cash discounts and interest in no way affects the net gain figure.

Classification of Expense

The Bureau's classification of expense agrees substantially with that set up by the Controllers' Congress of the National Retail Dry Goods Association in its Expense Manual published in 1928 and revised in 1937 and 1942. There are, however, three important differences, those in the handling of (a) rentals and related items, (b) interest, and (c) professional services. These are discussed below.

Real Estate Costs

In order to secure as great a degree of comparability as possible between the figures for firms owning their real estate and the figures for firms leasing all or part of their real estate, the Bureau's classification includes no item for rentals but has, instead, an item called "real estate costs." *Real estate costs* includes (for properties used in the business only) rentals, taxes, and insurance paid on improvements and leasehold valuation; in addition, it includes taxes, interest, insurance, and depreciation on owned real estate. Thus, the figures given in this bulletin for taxes, interest, insurance, and depreciation do not represent the total expenditures or charges for these items. They exclude all expenditures or charges related to real estate, but include expenditures or charges on equipment.

Interest

Interest includes interest at 6%¹ on the following assets: the average merchandise inventory, the average amount of accounts receivable outstanding, and the average investment in equipment. Interest on the average investment in real estate is

¹The use of the 6% rate may have resulted in the overstatement of interest expense, particularly for the larger firms covered by the study. Data on interest rates on borrowed capital prepared in connection with the Bureau's annual studies for 1940, 1941, and 1942 are summarized below:

INTEREST RATES ON BORROWED CAPITAL: 1940, 1941, 1942

Department Stores with Net Sales (in thousands):	Year	Short-term Loans		Long-term Loans	
		Number of Reporting Firms	Rate	Number of Reporting Firms	Rate
\$150- 300	1940	17	5%	8	5%
	1941	11	5	9	5
	1942	11	5	9	5
\$300- 500	1940	16	5	9	5
	1941	16	5	9	5
	1942	10	6	11	5
\$500- 750	1940	20	5	14	4½
	1941	15	5	9	4½
	1942	13	5	9	4
\$750-1,000	1940	12	4	9	5
	1941	14	3½	10	3½
	1942	7	4½	6	5

Harvard Business School, Bureau of Business Research, Bulletins Nos. 113, 115, and 117, *Operating Results of Department and Specialty Stores for 1940, 1941, and 1942.*

included in real estate costs. Interest paid on borrowed capital and interest received are not considered in arriving at the interest charges in the expense statement, but are considered in arriving at net other income.

Taxes

Taxes do not include taxes on real estate, which are included in real estate costs, or federal income taxes; but do include payroll taxes and such taxes on sales or gross income as the stores were unable to collect directly from their customers.

Stock-turn

The stock-turn figures given in this report, based upon beginning and ending inventories, were computed by dividing total merchandise costs (net) as defined under gross margin on page 37 by the average inventory as shown by the profit and loss statement; that is, at cost. The stock-turn figures based on average monthly inventories were computed through the use of cost or retail inventory figures, whichever were furnished, total merchandise costs or net sales being used as dividends.

Undoubtedly the rate of stock-turn based on monthly inventories provides a more reliable index of the turnover of physical merchandise than does the rate of stock-turn based on beginning and ending inventories; but since the figures computed on the latter basis are somewhat more representative, from the standpoint of the number of firms reporting the necessary data, they usually are the ones mentioned in the text.

Initial Markup

Of the other items given in the tables, initial markup requires special explanation. The figures for initial markup were not based on initial markup percentages reported by, or computed for, the individual firms; but rather were prepared through the use of the common figures for gross margin, alteration and workroom costs, total retail reductions, and cash discounts received.

In calculating the percentage of markup, of course, the original retail value before retail reductions had to be secured. For this purpose the figure 100%, representing net sales, plus the common figures for total retail reductions as a percentage of net sales, was taken as original retail value expressed in terms of net sales. To secure the percentage of initial markup on invoice cost delivered, this original retail value was divided into the sum of the common figures for gross

margin, alteration and workroom costs, and total retail reductions, less the amount of cash discounts received, all expressed as percentages of net sales. This dividend represented the difference between original retail price of merchandise sold and delivered invoice cost of merchandise sold expressed as percentages of net sales.

This definition may be put into the form of an equation as follows, all figures to the right of the equality sign being percentages of net sales:

$$\text{Initial Markup (on invoice cost delivered)} = \frac{\text{Gross Margin} + \text{Alteration and Workroom Costs} + \text{Total Retail Reductions} - \text{Cash Discounts Received}}{100 + \text{Total Retail Reductions}}$$

Using figures for department stores with sales of \$500,000 to \$1,000,000 in 1942 from Table 11, the computation of the rate of initial markup based on invoice cost delivered is as follows:

$$\frac{37.0 + 0.25 + 5.3 - 2.8}{100 + 5.3} = \frac{39.75}{105.3} = 37.7$$

APPENDIX B

LEASED DEPARTMENTS

The operation of leased departments is common with small and moderate-size department stores. Such a practice, however, leads to some accounting difficulties if the costs of operating owned departments are to be clearly recognized. The common practice is for the lessee to pay a commission on the sales in its department, this commission supposedly to cover occupancy costs and any sums incurred by the store in behalf of the lessee for merchandise wrapping and delivery, credit risks and other accounts receivable expense, and general overhead. The lessee pays directly its own payroll and advertising expense. In order to secure a picture of the costs of operating owned departments only, it is necessary to estimate the indirect costs incurred for leased departments and to eliminate these costs from the store's operating expense statement.

Accordingly, the cooperating stores were asked to report the sales of their leased departments, the amount of commissions or rentals received from lessees, and the portion of the stores' indirect expenses properly chargeable to leased departments. It was indicated that the sales of leased departments should be excluded from sales; that direct expenses paid by the stores for the account of lessees should be excluded from expense; and that the indirect expenses chargeable to leased sections similarly should be excluded. To complete the process, the difference between the commissions received from leased departments and the indirect expenses incurred on their behalf, constituting the store's net profit from leased sections, should be included in other income.

In many instances, the reporting firms made all these adjustments and thus segregated the figures of their leased departments and obtained clear pictures of the results of their owned departments. Where the firms themselves did not do this,

and where the sales of leased departments amounted to 10% or more of total sales, the Bureau made the appropriate adjustments. Where this could not be done, and where leased department sales amounted to 10% or more of total sales, the percentages which were most likely to be distorted by leased section operations (real estate costs, supplies, service purchased, total expense, net profit, and other income) were considered not comparable and were not used in arriving at the common figures published in this bulletin.

It is believed, then, that for the most part the common figures published in the text reflect fairly the operations of owned departments. It is recognized, however, that necessarily some of the estimates of indirect costs were arbitrary and therefore subject to some question. Since it is of vital importance that executives of firms know their owned department costs and the net earnings from leased departments, common figures are presented in Table I, page 40, for a group of stores with extensive leased department sales in 1942 to focus attention on the influence which such operations have on the stores' profit and loss and expense figures. The average expense data are shown in two ways: first with leased department indirect expenses deducted from expense and the stores' net profit on leased sections included in Other Income; and, second, with the indirect expenses left in the expense accounts and the full commission credited to Sundry Revenue. In both cases the percentages are calculated on Net Sales in Owned Departments.

The eight firms selected for this analysis had total sales including leased department sales of from \$700,000 to \$2,750,000 in 1942, with the average figure, roughly \$1,000,000. The average percentage of leased department sales to total was 19%; hence sales in owned departments amounted

typically to \$800,000. Six of the eight gave details on the departments operated by lessees. All six had both millinery and shoe departments operated by outsiders, with the shoe departments accounting usually for about one-half the leased department sales. The average total commission was about 12% of leased department sales or 2.9% of net sales in owned departments, as shown under Other Income in the second column of the table.

A glance at the figures in the table shows that without the indirect expense eliminated from the stores' statement, total expense as a percentage of sales in owned departments was 2.5% of sales higher than when the indirect expenses were deducted. The consequent net profit showing was 4.5% of net sales rather than the 7.0% shown when indirect expenses for leased departments were eliminated. These figures demonstrate vividly that the net profits on owned department operations may be substantially understated if proper allocations of expense to leased departments are not made.

A further point is of great significance; the net profit to stores on leased departments, shown under Other Income in the first column of the table, typically amounted to 0.4% of sales in owned departments, whereas net profit in owned departments amounted to 7.0% of sales. In terms of leased department sales, the stores' profit on leased departments was 1.8%. Thus in leased departments the store received only 1.8% of the sales revenue, while in owned departments the net profit was 7.0%.

The question naturally arises whether or not the stores were securing adequate commissions from the lessees to cover costs and yield satisfactory earnings. In this regard it is pertinent to note that the commission rates for these eight stores corresponded closely to those shown as typical in the case of somewhat smaller stores in Table 12, page 17. Furthermore, the rates for shoe departments were practically the same as those found typical in a special study of leased departments published by the National Retail Dry Goods Association in 1928.¹ This stability is of considerable

¹National Retail Goods Association, Bureau of Research and Information, *Survey of Leased Departments, Terms and Contracts*, New York, the Association, 1928.

significance since stores in general found it necessary to raise gross margins on owned department merchandise on a store-wide basis by about 3% of net sales between 1932 and 1933. In any event, the difference in profitability of owned and leased departments shown by these data gives warning of the danger of allowing too large a proportion of the total sales to be achieved through leased departments.

Table I. Common Figures for 8 Moderate-Size¹ Department Stores with Leased Department Sales Amounting to 10% or More of Total Sales: 1942

(Net Sales in Owned Departments = 100%, except where noted)

Items	Indirect Expense Incurred by Store for Leased Departments	
	Excluded from Expense	Included in Expense
Typical Net Sales (Owned Departments)	\$800,000	\$800,000
Gross Margin.....	37.0%	37.0%
Payroll.....	15.3%	16.1%
Real Estate Costs.....	2.9	3.6
Advertising.....	2.4	2.4
Taxes.....	1.0	1.0
Interest.....	1.7	1.8
Supplies.....	1.7	2.05
Service Purchased.....	0.8	0.9
Losses from Bad Debts.....	0.3	0.35
Other Unclassified.....	0.7	0.8
Traveling.....	0.6	0.6
Communication.....	0.5	0.55
Repairs.....	0.55	0.65
Insurance.....	0.45	0.5
Depreciation.....	0.7	0.75
Professional Services.....	0.4	0.45
Total Expense.....	30.0%	32.5%
Net Profit.....	7.0%	4.5%
Net Other Income:		
Net profit to Store from Leased Departments.....	0.4%
Commissions Received from Leased Departments.....	2.9%
All other income (including interest on capital owned).....	2.0	2.0
Total Net Other Income.....	2.4%	4.9%
Net Gain before Federal Tax on Income and Excess Profits.....	9.4%	9.4%
Leased Department Sales (% Total Store Sales).....	19.0%	19.0%

¹The firms represented in this table had total store sales, including leased department sales, of between \$700,000 and \$2,750,000.

APPENDIX C

SIGNIFICANT RESULTS FOR 1943

Table II. Operating Results for Department Stores with Net Sales of \$150,000 to \$1,000,000: 1943
(Common Figures; Net Sales = 100%, except where noted).

Items	Net Sales (in thousands)			
	\$150-300	\$300-500	\$500-750	\$750-1,000
Number of Reports.....	30†	33†	30†	27
Aggregate Sales (in thousands).....	\$6,283	\$13,045	\$17,428	\$22,335
Typical Net Sales (in thousands).....	\$200	\$375	\$575	\$820
Change in Sales (1943/1942).....	130.0	120.0	128.0	125.0
Population of City (in thousands).....	12	25	20	40
Population (interquartile range ¹ —in thousands).....	6-20	17-45	13-28	26-62
Initial Markup (percentage of original retail value) on Invoice Cost Delivered.....	*	*	*	37.75%
Total Retail Reductions.....	*	*	*	4.7%†
Inward Freight, Express, and Truckage.....	0.85%	0.9%	0.9%	0.8%
Alteration and Workroom Costs (Net).....	*	*	0.3†	0.2
Cash Discounts Received on Purchases (percentage of sales).....	2.5	2.35	2.7	2.6
Gross Margin.....	34.9	35.0	36.4	37.2
Operating Expenses:				
Total Payroll.....	13.5%	14.8%	14.5%	15.0%
Real Estate Costs ¹	2.2	2.95	2.8	2.45
Newspaper Advertising.....	*	*	1.2†	1.8†
Direct Advertising.....	*	*	0.05†	0.1†
Radio Advertising.....	*	*	0.2†	0.1†
Other Advertising.....	*	*	0.15†	0.15†
Total Advertising (subtotal).....	1.0	1.7	(1.6)	(2.15)
Taxes.....	0.8	0.9	0.9	0.9
Interest ²	1.45	1.35	1.4	1.4
Supplies.....	0.75	0.85	1.0	1.2
Service Purchased.....	0.65	0.75	0.7	0.6
Losses from Bad Debts.....	0.15	0.1	0.1	0.1
Other Unclassified.....	0.7†	0.85	0.9	0.8
Traveling.....	0.45	0.45	0.6	0.5
Communication.....	0.25	0.3	0.3	0.35
Repairs.....	0.15†	0.3†	0.35	0.6
Insurance ³	0.4	0.35	0.35	0.35
Depreciation ³	0.3	0.25	0.4	0.35
Professional Services ¹	0.15†	0.3†	0.3	0.45
Total Expense.....	22.9%	26.2%	26.2%	27.2%
NET PROFIT OR LOSS.....	12.0%	8.8%	10.2%	10.0%
Net Other Income (including interest on capital owned).....	1.6	2.0	2.3	2.5
NET GAIN before Federal Tax on Income:				
Percentage of Net Sales.....	13.6%	10.8%	12.5%	12.5%
Percentage of Net Worth.....	36.0	34.0	*	38.5
Federal Tax on Income.....	*	6.0%†	7.7%†	8.0%†
NET GAIN after Federal Tax on Income:				
Percentage of Net Sales.....	*	4.8%†	4.8%†	4.5%†
Percentage of Net Worth.....	*	*	*	14.0†
Rate of Stock-turn (times a year):				
Based on Beginning and Ending Inventories.....	3.75	4.0	4.55	4.7
Based on Monthly Inventories.....	3.4†	3.4†	3.7†	4.0†

*Data not available. †Usable figures for this item were given on less than 75% of the reports.

¹Some of the reports covered the operations of more than one store. In such cases, the population of the city in which the main store was located was used in preparing the figures for population.

²See the definition in Appendix A.

³Except on real estate.

SOURCE:—Harvard Business School, Bureau of Business Research, Bulletin No. 119, *Operating Results of Department and Specialty Stores in 1943*, by Stanley F. Teele.

Table III. Common Figures for Sales Data for Department Stores with Net Sales of \$500,000 to \$1,000,000: 1943

Items	Net Sales (in thousands)	
	\$500-750	\$750-1,000
Number of Reports:		
Giving Data for Sales by Merchandise Lines.....	15†	17
Giving Other Data.....	30†	27
Aggregate Sales (in thousands).....	\$17,428	\$22,335
Typical Net Sales (in thousands).....	\$575	\$820
Change in Owned Department Sales (1943/1942).....	128.0	125.0
Population of City (in thousands).....	20	40
Population (interquartile range ¹ —in thousands).....	13-28	26-62
Leased Department Sales (percentage of total store sales including leased department sales)	4.5%	6.0%
Sales by Merchandise Lines—Owned Departments:		
Piece Goods and Domestics.....	13.5%	13.5%
Smallwares, Toilet Goods, Notions, and Novelties.....	8.2	8.0
Women's, Misses', and Juniors' Ready-to-Wear.....	29.0	26.5
Ready-to-Wear Accessories.....	30.5	28.0
Men's and Boys' Clothing and Furnishings.....	5.8	12.0
Home Furnishings.....	9.5	9.5
Regular Cost Departments.....	0.0†	0.0†
Miscellaneous.....	3.5†	2.5
Total Owned Department Sales.....	100.0%	100.0%
Cash and C.O.D. Sales and Layaways.....	62.0%†	60.0%†
Regular Charge and Instalment Sales.....	38.0†	40.0†
Returns and Allowances:		
Percentage of Gross Sales.....	2.9%†	3.85%†
Percentage of Net Sales.....	3.0†	4.0†
Total Payroll².....	14.5%	15.0%
Sales/Total Employees.....	\$9,000†	\$9,200†
Sales/Number of Salespeople.....	13,300†	14,200†
Salespeople/Total Employees.....	67.5%†	65.0%†
Real Estate Costs³.....	2.8%	2.45%
Real Estate Costs/Square Feet of Total Space.....	*	\$0.60†
Sales/Square Feet of Total Space.....	*	\$25.00†
Sales/Square Feet of Selling Space.....	*	35.00†
Selling Space/Total Space.....	*	72.0%†

*Data not available. †Usable figures for this item were given on less than 75% of the reports.

¹Some of the reports covered the operations of more than one store. In such cases, the population of the city in which the main store was located was used in preparing the figures for population.

²See Appendix A.

³Net Sales = 100%.