## Lord & Taylor invades metro Detroit market

JOSEPH E. BROOKS .

Expansion fostered by dynamic merchandising and sales promotion has become a way of life for Lord & Taylor in the 28 months since the New York chain lured Joseph E. Brooks into its fold as board chairman and chief executive officer.

As impressive a retailing first as it was when Lord & Taylor opened its three suburban Detroit stores simultance suburban Detroit stores simultance with the control of the store suburban Detroit stores simultance of the control of the store suburban Detroit stores simultance in the suburban Detroit stores with the suburban Detroit stores with the suburban Detroit stores in the suburb

Brooks hasn't come close to running out of ideas.

When he joined Lord & Taylor in 1975 at \$250,000 a year, the chain had 20 outlets. Now there are 28 and Prooks expects to have more than 40 in operation before the end of 1981.

Adding to the penetration of the southeastern Michigan market will be a Lord & Taylor store in Briarwood Center at Ann Arbor, scheduled to open in the fall of 1979.

Eventually, there may be more outless in metropolitan Detroit's future.

Adding three more stores to the test in metropolitan Detroit's future.

Adding three more stores to the proper store of the control of the

arother in Paris 'on the same day."

AS REPORTED within the trade, sales figures for the first seven days' business in the trio of Detroit stores—at Twelve Oaks (Novi). Lakeside (Sterling Heights) and Fairlane (Dearborn)—testify that local customers took to the famed 152-year-old Fifth Avenue firm like ducks to water. Opening day volume reportedly histogram of the seven-day period, the average was estimated at \$200,000 ery day, or \$1.4 million for the week. Brooks called it 'our most success' hid opening to date, anywhere' and said it 'exceeded expectations.' Sold the seven day to the first seven day to the first seven day of the seven day to the fort of the first seven day of the seven day to the fort of the seven day of the first seven day of the seven day of the first seven day of the seven day of the first seven day of the seven day of the

identical 123,000 square-now community 399,000 in all. That means Brooks wants 12-month action of \$36.9 million, an average of \$709,615 per week. The first few strides from the starting gate roughly doubled that goal

that goal.

Each store was stocked with \$3 million in merchandise. At the same time, entry into the Detroit market was backed with a total saturation multimedia advertising campaign. It included Lord & Taylor's first use of television commercials and beavy usage of newspaper space and radio spots.

"EVERYTHING INCLUDED, there's an investment of at least \$10 million per store," Brooks told the Observer & Eccentric in a pre-opening

interview.

He singled out developer Alfred Taubman and Henry Ford II as having

been the two persons in addition to Lord & Taylor's own marketing analysis of the convincing him to be the convincing him to place stores here.

"Detroit is a malure market, the fourth or fifth largest in the nation. Why ispore this?" he asker rhetorically.

Then Brooks added, "This was the first time in my,life I ever made a \$30 million decision in only 30 days. In fact, it took only 60 days to complete the entire deal from the time I began considering it until the papers were signed."

considering it until the papers were signed."

After that came months of what brooks called "planning it like D-Day" as Lord & Taylor personnel from numerous departments worked out every minute detail, right down to the center pieces that graced the tables at the black-tie dimers at store sites on three consecutive evenings.

Characteristically, it services that all money for construction of Lord & Taylor facilities in the three shopping centers was "locally contracted."

HIS EMPLOYEE CONCERNS, and Brooks now has more than 300 persons on the payroll in each store, brought this expression of philosophy, founded on a lifetime in retailing:

"The goal is to put the state of the state o

on a lifetime in retailing:
"The goal is to put together the very
best people you can and create an
environment in which they can do
their best and be what they think they

environment in which they can do their best and be what they think they can be.

"Most people are better than they think they are.

"Most people are better than they think they are.

"Management should not be punitive. It's not how many things employees do right that should be appliauded to read that they are they ar

ogetic about making a profit.

AND HOW DOES Joe Brooks see his role as compared to founders Samuel Lord, who had an aptitude for buying and selling, and George Taylor, who had a clear head for figures, when they had a single store in lower Manhattan and depended on stage coaches and sailing vessels as the only modes of transporting freight?

Of transporting freight? Taylor now work and Spitual Lot Sown national feet of trucks Brooks answered:

"My contribution to Lord & Taylor is as someone who has brought together.

'We have to be proud of American business taking a risk, putting more money into circulation. The American business community has been too apologetic about making a profit.' -Lord & Taylor Board Chairman

include 149 stores. By 1980 that figure is scheduled to reach 180. A Standard & Poor's report on ADG issued Dec. 5 included the comment:

issued Dec. 5 included the comment:
"Earnings have been erraite: in recent years despite steadily rising sales, but an acceleration of the expansion program, the tightening of inventory and cost-control programs, and a strengthening of the management ranks should enhance profits in 1978 and the years to follow."

Named regional vice-president, and also possessing a prior Lord & Taylor background, is James J. Caniglia, who has moved with his family to Plymouth. He will supervise devel-opment of the Ann Arbor store in addi-tion to his role over the three Detroit units "They know the area," Brooks said succinity.
Another Birminghamite, Bill R. Lee, already a Lord & Taylor divisional vice-president, is managing director of the Fairlane store.

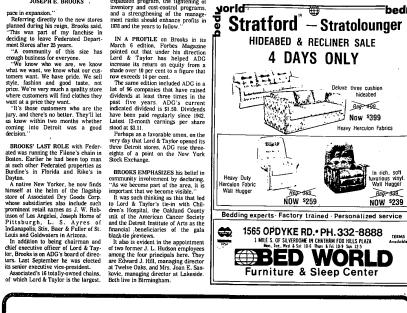
tion to his role over tne unreal countries.

What diversions does Brooks have from the multi-million-dollar pressures of business? He mentions logging, swimming and tennis. He's also an avid reader, but only non-fiction.

Brooks calls himself "a history buff."

Then he adds. "But before business or anything else, my wife and three children come first."

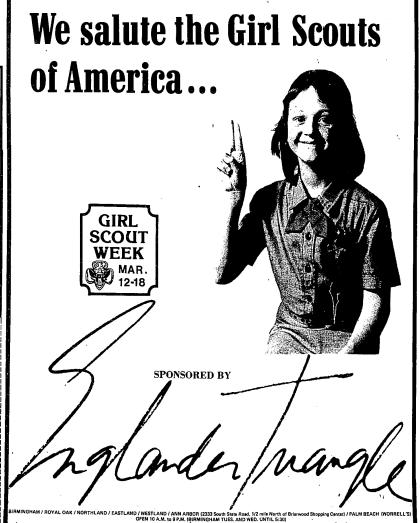












is beautiful