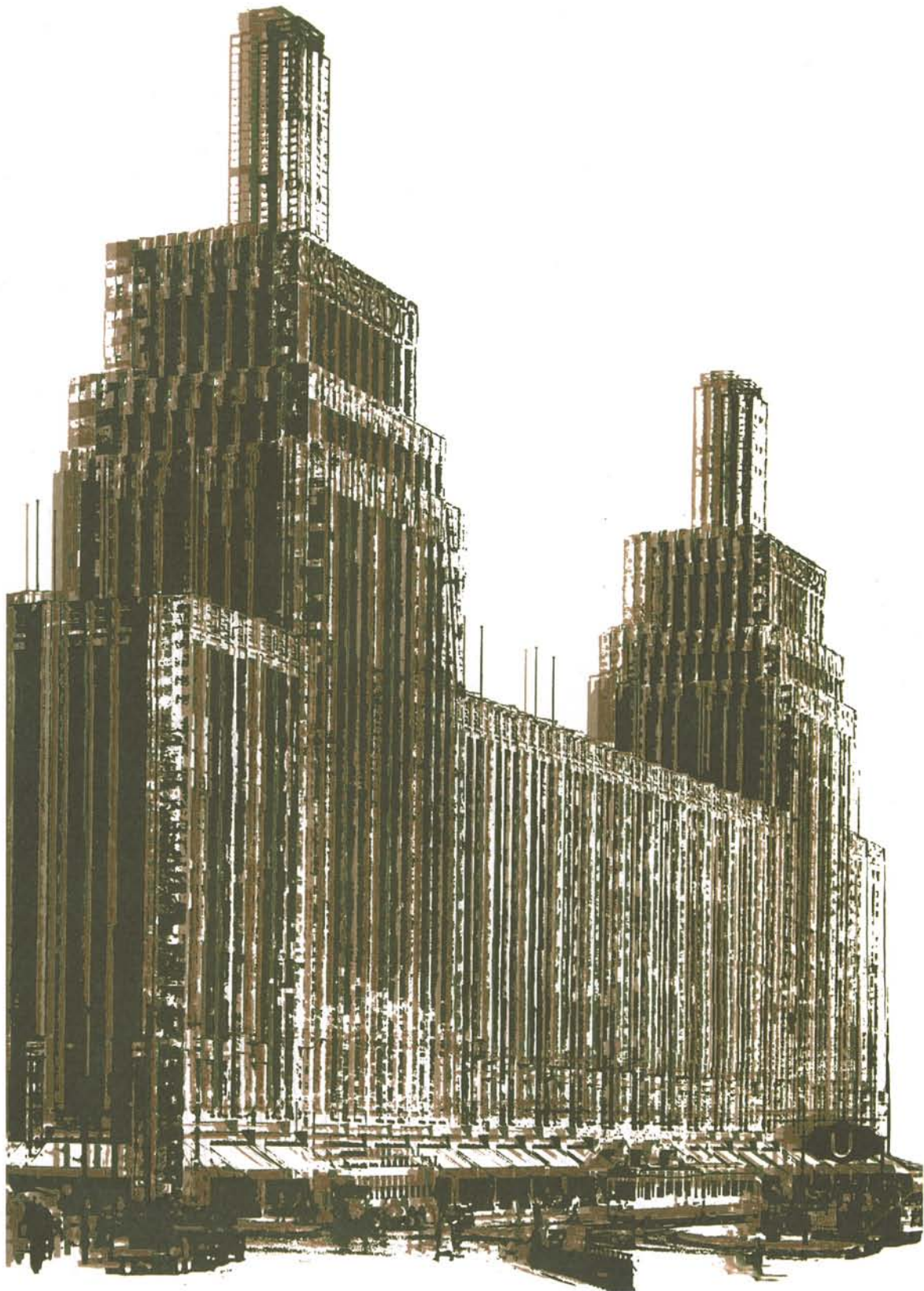


I G D S  
Intercontinental Group of Department Stores 1946-1996



50 years of successful collaboration between leading department stores throughout the world



**I G D S**  
**Intercontinental Group of Department Stores 1946-1996**

50th Anniversary

## Preface by the President of IGDS

*Hari Darmawan,  
President of the IGDS*



In June this year, coinciding with the IGDS general assembly in Berlin, the capital city of re-united Germany, the Intercontinental Group of Department Stores will

celebrate its fiftieth anniversary.

We recall with gratitude that despite the desolate environment that prevailed such a short time after the end of the second world war, the initiators and founding members still had the courage and far-sightedness to unite leading department stores in an international association.

Today, we are proud to look back over half a century of successful collaboration, which always has been and still continues to be a valuable asset to all member companies. Originally, eight founding companies transformed their dream of an international exchange of experience into reality. Today, fifty years on, the IGDS includes 27 leading department store organisations in 26 countries; reflecting the intrinsic dynamism of our group and the everlasting appeal of the opportunities that it offers for new members to pool their skills and knowledge.

No wonder, then, that the number of members has increased, particularly in recent years, to include prominent depart-





ment store groups in Asia, one of the most rapidly expanding markets in the world.

The past decades have produced a variety of new and challenging trends in the retail trade. Our success in developing our own concepts for all new distribution channels or taking them one step further to reflect our ideas is not least due to the international exchange of experience within the IGDS.

This narrative has been compiled with the intention of providing a retrospective view of the evolution and activities of the IGDS. The author - who has been an active supporter of our group for many years - has written it

against the background of significant milestones in politics, economics and the retail trade, using these key historical events as a means of portraying the IGDS from a clearer perspective.

The past has been characterised by the increasing pressure of competition and new challenges. This will also be the case in future. We are convinced that department stores in urban centres throughout the world will be successful in maintaining and building on the high standing that they have already achieved.

I wish the IGDS and its member companies an equally successful collaboration for many years to come.

IGDS list of members 1996

Andorra, Grands Magasins Pyrénées  
Australia, Myer Grace Bros.  
Austria, Kastner & Öhler Warenhaus AG  
Belgium, INNO SA  
Denmark, F. Salling A/S  
Finland, Anttila Oy  
France, France Printemps  
Germany, Karstadt AG  
Great Britain, Selfridges Ltd.  
Greece, Lambropoulos Bros. Ltd.  
Hong Kong, The Shui Hing Co. Ltd.  
Indonesia, Marahari Department Store  
Italy, Coin Group Spa

Japan, Takashimaya Co., Ltd.  
Korea, Lotte Department Store  
Luxembourg, Monopol, Grands Magasins SA  
Malaysia, Parkson Corp. Sdn Bhd  
Netherlands, Vroom & Dreesmann Warenhuizen  
Philippines, Rustan's  
Singapore, C. K. Tang Ltd.  
South Africa, Edgars Retail Trading (PTY) Ltd.  
Sweden, Åhléns AB  
Switzerland, Grands Magasins Jelmoli S. A.  
Switzerland, Manor Ltd.  
Taiwan, Far Eastern Department Stores Ltd.  
Thailand, Central Department Store Ltd.  
Venezuela, Centrobeco S.R.L.

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# The Foundation of the IGDS in 1946



The archived documents of the 1950's reveal that the IGDS is a Sunday's child. This is said to be a good omen, something which has been confirmed by the trend of positive developments that were to follow.

The 'Godfather' of this successful child was Mr. Jules Müggler, purchasing director of the Jelmoli department store in Zurich.

In his introductory speech on the occasion of the founding meeting on 14th June 1946 in Lugano, he apologised to the delegates of the 8 department stores represented for holding the assembly on a Sunday morning. He explained that he felt obliged to keep the length of the meeting to a minimum in order to allow participants to return home as soon as possible.

The essence of these words not only led to the IGDS being founded on a Sunday, it also characterised the work of all the IGDS boards and committees throughout the five decades: efficient and to the point.

What gave Mr. Müggler the idea of creating an association of leading department stores?

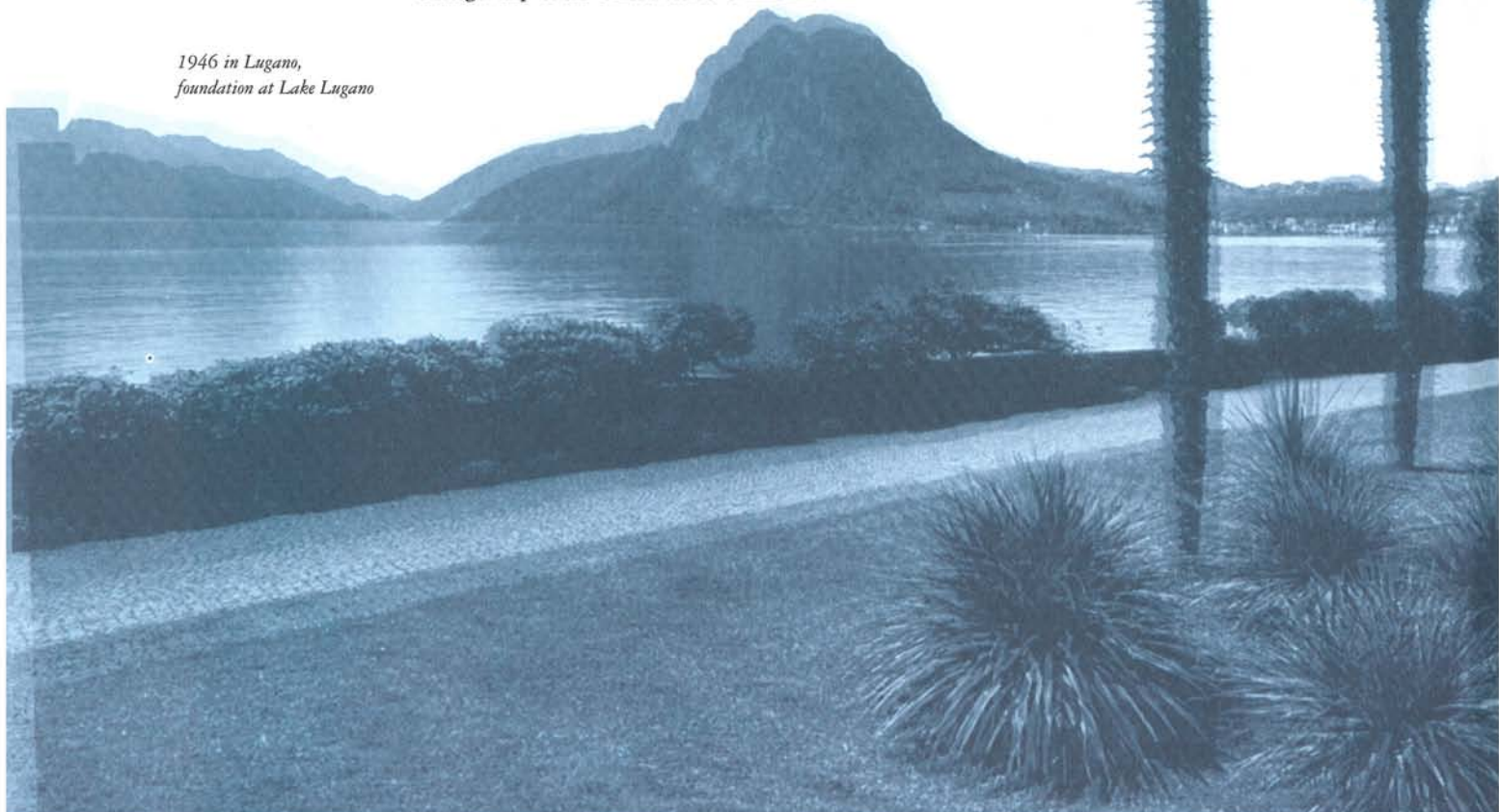
As he explained himself – according to the minutes of the meeting – the idea came to him during a trip to the United States of America.

He, and many other visitors to America after him, was highly impressed by the sales techniques used there and particularly fascinated by the enormous production capacity of this mass market.

Interestingly, it was the anticipated long-term shortage of traditional German consumer goods – as a result of the destruction caused by the war – that prompted Müggler to arrive at the conclusion that an attempt should be made to buy unattainable products from the USA.

This was also inextricably linked to the fact that it was necessary for European department stores to combine their purchasing quantities in order

*1946 in Lugano,  
foundation at Lake Lugano*





to be able to buy merchandise in America because the manufacturers there naturally worked on an entirely different scale.

This was the reason – the necessity to pool purchasing power – which spurred him on to set up the department store association.

At this point, it should be mentioned that the joint buying activities of the affiliated department stores described and strived for by Mr. Müggler have remained the focal concern and objective of the IGDS up to the present day, although other activities have increased in significance over the years and are considered to be equally valuable to all members of the group.

One of the first of the department store giants that Mr. Müggler approached in order to win them over to his idea, – apart from his superior, the Chairman of Jelmoli, Mr. F. Richner – was the Managing Director of Bon Marché in Brussels, Mr. Raymond Delhaye. His reaction was highly positive and he contributed a number of intelligent and practical suggestions.



*The founding father of the IGDS, Mr. Jules Müggler*

It is not surprising, therefore, that participants voted unanimously for Mr. Delhaye to become President of the first assembly.

Apart from Bon Marché, Brussels and Jelmoli, Zurich, the "founding members" included: Åhlén & Holm, Stockholm, represented by Messrs. Gösta Åhlén and A. Landin, Au Printemps, Paris, represented by Mr. P. Laguionie and its purchasing association, S.A.P.A.C., Paris, represented by Mr. A. David.

The La Rinascente department store of Milan sent Messrs. C. Brustio and Dr. G. Brustio and the renowned London department store, Selfridges, sent Messrs. A.H. Holmes, W. Dickson-Scott and H.S. Orchard.

Messrs. F. Richner, F. Leuthold, H. Stiefelmeier, J. Müggler, B. Boutard and E. Maute represented Jelmoli.

The Swiss department stores Grands Magasins Innovation of Lausanne, represented by Mr. Ch. Schertenleib and Au Grand Passage, Geneva, represented by Mr. H. Meyer, both of which had joint buying activities with Jelmoli, also attended the founding meeting, thus bringing the number of participating department stores up to eight.



# The Foundation of the IGDS in 1946

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Mr Müggler's initiative was certainly made considerably easier as a result of good contacts already existing between some of the named companies, which had already led to reciprocal purchasing agreements, e.g. between – Bon Marché, Brussels and S.A.P.A.C. (Printemps), Paris



*A festive occasion*

– Bon Marché, Brussels and Jelmoli, Zurich  
– S.A.P.A.C. (Printemps), Paris and Jelmoli, Zurich.

This shows that the group was essentially founded on the basis of the triadic collaboration between Brussels, Paris and Zurich.

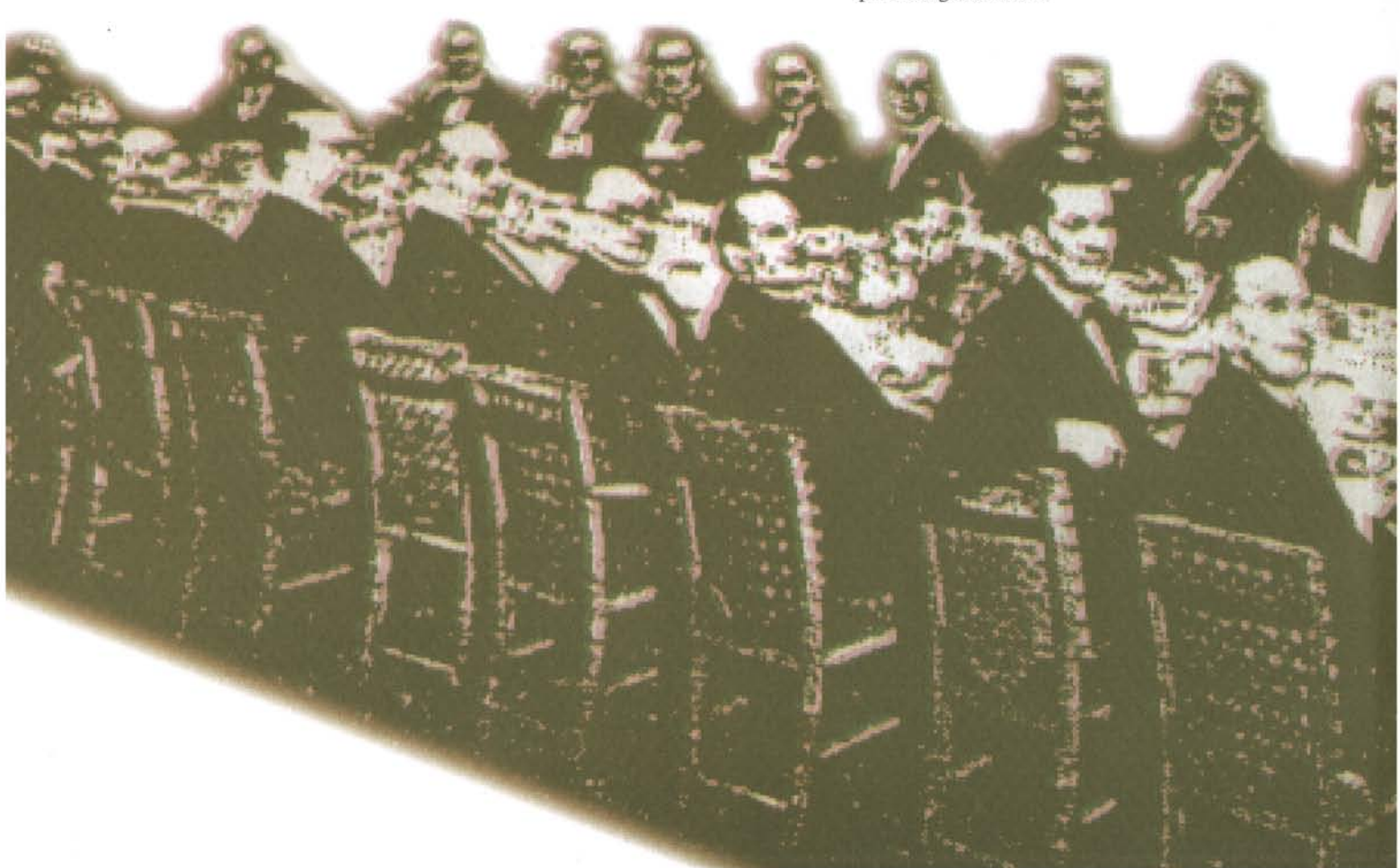
*Highly official dinner in the early years of the IGDS in London*

Aside from the main objective, a collaboration in the area of purchasing, participants decided that the most important goal should be an exchange of experience relating to all aspects of department stores.

In the awareness of the further developments in the IGDS in the years following its foundation, it is astounding to discover that the minutes of the initial meeting already contained progressive ideas regarding the proposed collaboration within the group, the majority of which are still valid in their original structures today.

With regard to the subject of purchasing cooperation, the following was agreed:

- that reciprocal purchasing agreements should be concluded.
- that services rendered should be remunerated by means of commission payments.
- the elaboration of standard guidelines for the work carried out by the liaison offices.
- to place delegates in the purchasing organisations of the affiliated companies.
- to provide reciprocal information on the dates of sample shows, to support the participating members' buyers and give them access to purchasing documents.





- to forward quotations to the partners on an on-going basis.
- to meticulously prepare for purchasing trips to partner countries in order to save both time and costs.
- to provide reciprocal information regarding trade fairs and exhibitions and cater for visitors.
- to obtain exclusive articles for the group and market them under own brand names.
- the exchange of regular reports regarding buying trips and sample shows.
- the distribution of monthly reports regarding the economic trends in the countries in question, particularly in the consumer goods industry.
- to attempt to secure the most favourable domestic purchasing prices from own suppliers, also for foreign partners.

Clear ideas were also put forward on the subject of exchange of experience at the founding meeting in 1946. It was suggested that members should collaborate on a regular basis in the following areas:

- sales/ market research
- advertising (exchange of advertising material)
- finance and controlling
- personnel (exchange of junior executives)
- building and technical service (exchange of building plans, shop-fittings plans etc.)
- organisation.



*The historical Takasbimaya store in Kyoto: the first department store which was built in concrete there*

As one can see, the founding members of the IGDS covered practically every aspect of the future collaboration at the first meeting. These then went on to be realised in the years to come.

With the intention of creating the greatest possible buying power for the group, in-depth discussions were held on the subject of which European and non-European countries were suitable as recruiting grounds for new members.

It is important to bear this idea in mind. Right from the outset, the founding members had no intention of developing an exclusively European institution, but strived for a world-wide purchasing association involving leading department stores on all continents.





# The Foundation of the IGDS in 1946

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*Advertising as an art-form in Japan, already around 1930: a Takashimaya poster*



These considerations, as documentation reveals, also included department stores in countries later to become known as the Eastern Bloc.

At the time, there was no way of knowing that shortly afterwards this objective would have to be postponed for some time to come when the “Cold War” set in.

Starting out from the principle of joint buying activities in the USA, the question was posed as regards the best means of cultivating this market. Suggestions included:

- a purchasing agreement with a US department store
- using an existing purchasing organisation
- creating an own purchasing organisation.

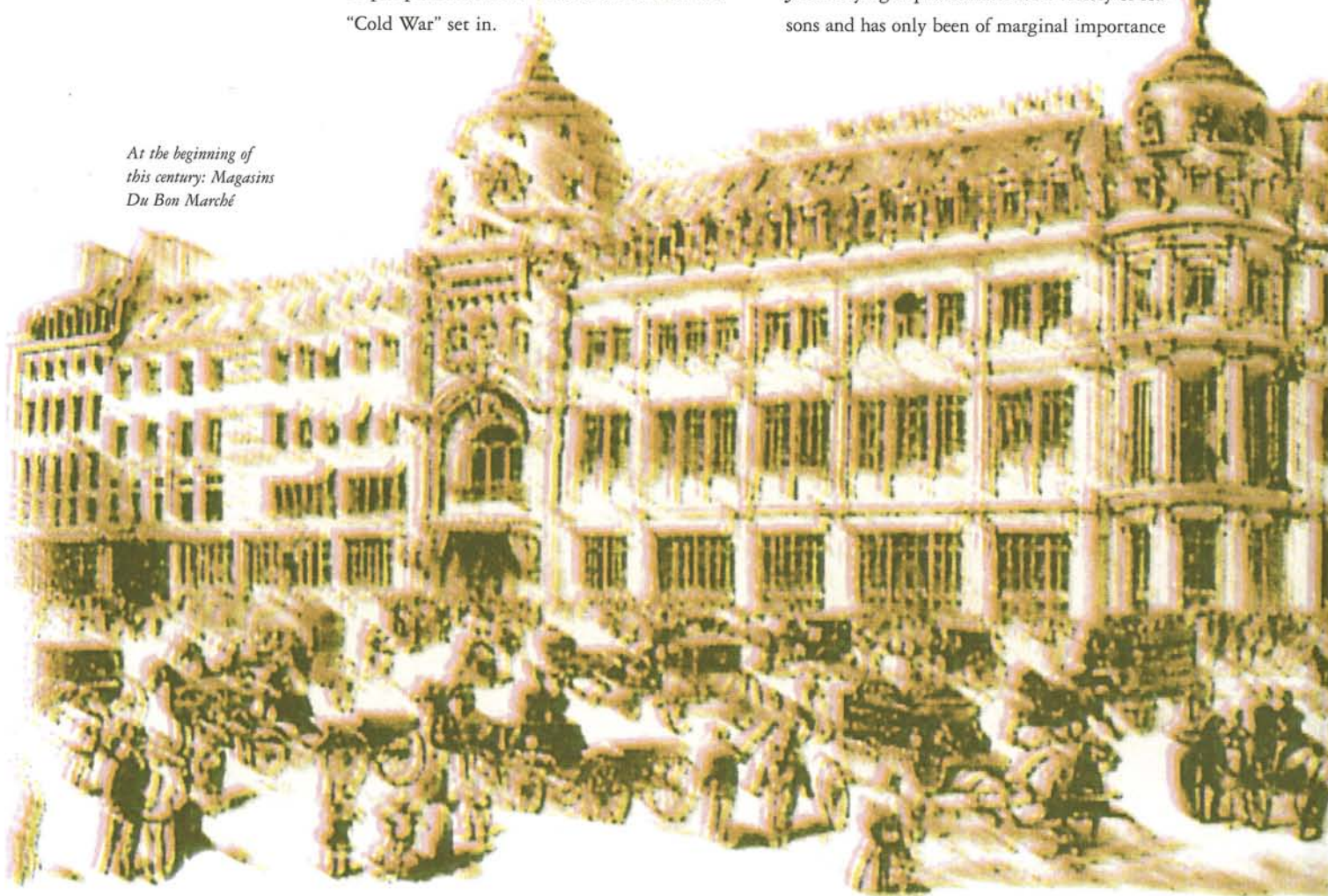
A working party was set up to study the various possibilities at this location and to come up with suggestions.

This concludes the brief outline of the founding meeting of the IGDS 50 years ago. This event gave birth to an institution which, during the course of its history, has influenced the member companies to an extent which should not be underestimated.

Naturally, the visible results of independently operating companies of varying sizes and different market situations cannot be spectacular at first glance.

Joint buying is problematic for a variety of reasons and has only been of marginal importance

*At the beginning of this century: Magasins Du Bon Marché*





to the companies involved in terms of overall turnover. However, in certain selected categories of goods, results are often highly positive when quantities are achieved by way of pooling the purchasing power of individual partners to facilitate exclusive trading or trading under a joint brand name.

The exchange of experience in all other areas of department store operations, be it in sales-related, organisational or other areas, has always been of vital importance, even if it could seldom be quantified in terms of money.

In this respect, national differences do not play such a significant role and the similarity of problems means that an exchange of experience can turn out to be a gold-mine for the companies involved.

At the founding meeting in Lugano, Mr. B. Bourtard from Jelmoli delivered a speech about a possible collaboration on organisational issues and freely admitted that a number of good ideas had already been taken over from the French and English partners, not to mention the mail-order system used by Åhlén & Holm, which had been unscrupulously copied!

In the years that followed, a number of attempts were made to ascertain the actual profits derived from the joint buying activities in order to make a critical assessment of their value. However, it had to be accepted that the flow of useful information which, for example, is exchanged by buyers at fashion fairs and used afterwards, at first remains invisible, although existing and valuable.

The following chapters will describe the further development of the group, right up to its present-day image. However, prior to this, it is important to repeat, once again, that the founding members provided substantial start-up capital in terms of ideas, which the next generations have been able to supplement and refine to reflect changing circumstances.



*A renowned department store with history in Sweden: Åhlén & Holm*





*First sales at Karstadt, literally in the middle of reconstruction*



The second time that the Intercontinental Group of Department Stores met was in 1947 in Brussels. Thereafter, the meetings became institutionalised as the annual general assembly for the executive managers of the companies in the group.

At this meeting, it was determined that the President should, as a rule, be delegated from the department store in the country hosting the general assembly.

Zurich was chosen as the group administrative headquarters (later called General Secretariat) and Mr. Jules Müggler was elected as the first Secretary General. At the same time, French and English were established as the working languages of the group.

These constituted the first steps towards a working framework for the IGDS.

The export departments of member companies became the liaison offices between the individual group partners. Their task was to act as organisers and mediators between the buyers and other departments in the companies involved in the collaboration.

During the first years of the collaboration, the administrative support provided by the IGDS

partners in issuing and monitoring orders proved to be indispensable. Traditional links between suppliers and customers had all been severed as a result of the war and almost every European buyer had to practically start from scratch in gaining a knowledge of the supply markets in neighbouring countries. Assistance provided by partners in the country of supply in question was particularly valuable. If any overseas buying or information gathering trips were planned, the partner in the country of destination would recommend suppliers, inform them of the impending trip and often arrange for the foreign buyer to be accompanied by a corresponding buyer or a member of staff from his own export department. On these trips and in correspondence between the partners, language assistance was of vital importance, since language skills in the years following the war were not nearly as widespread as they are today.

Orders were always forwarded via the group partner to the suppliers in the relevant country. This provided the opportunity to control prices and conditions and monitor delivery times, as well as issue shipping instructions.

This administrative assistance was provided on a reciprocal basis until the 1970's when the markets became more transparent for all buyers and processing became easier on the whole as a result of the advancing liberalisation of imports. In fact, the process was simplified to such an extent



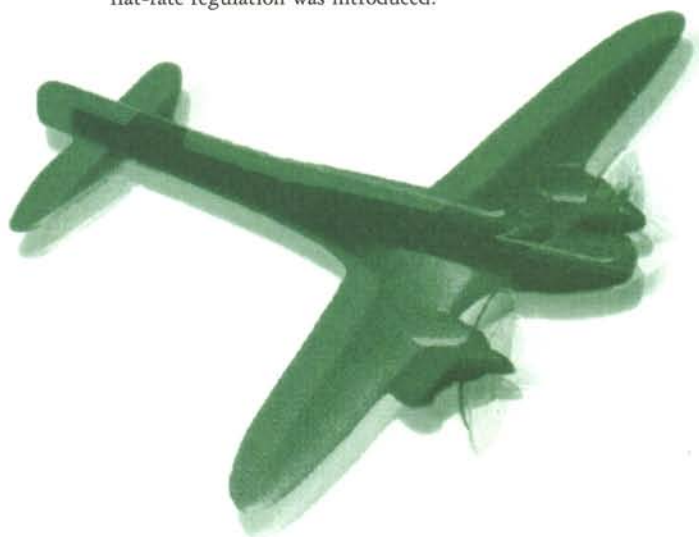
*Despite or because of the very difficult conditions the people did not lose their sense of humour*

that import departments in the member companies were fully able to cope with all aspects of imports without further assistance.

The rates of commission agreed at the outset mentioned earlier, which were used as a means of recompensing the administrative services provided, were thus no longer necessary to the original extent (increasing volumes had caused them to soar astronomically) and a modified flat-rate regulation was introduced.

London on 13.1.1947 which tentatively broached the subject of becoming a group member.

Right from the start, particularly at the general assembly of executive managers, in addition to purchasing-related issues, which constituted an accordingly substantial part of the

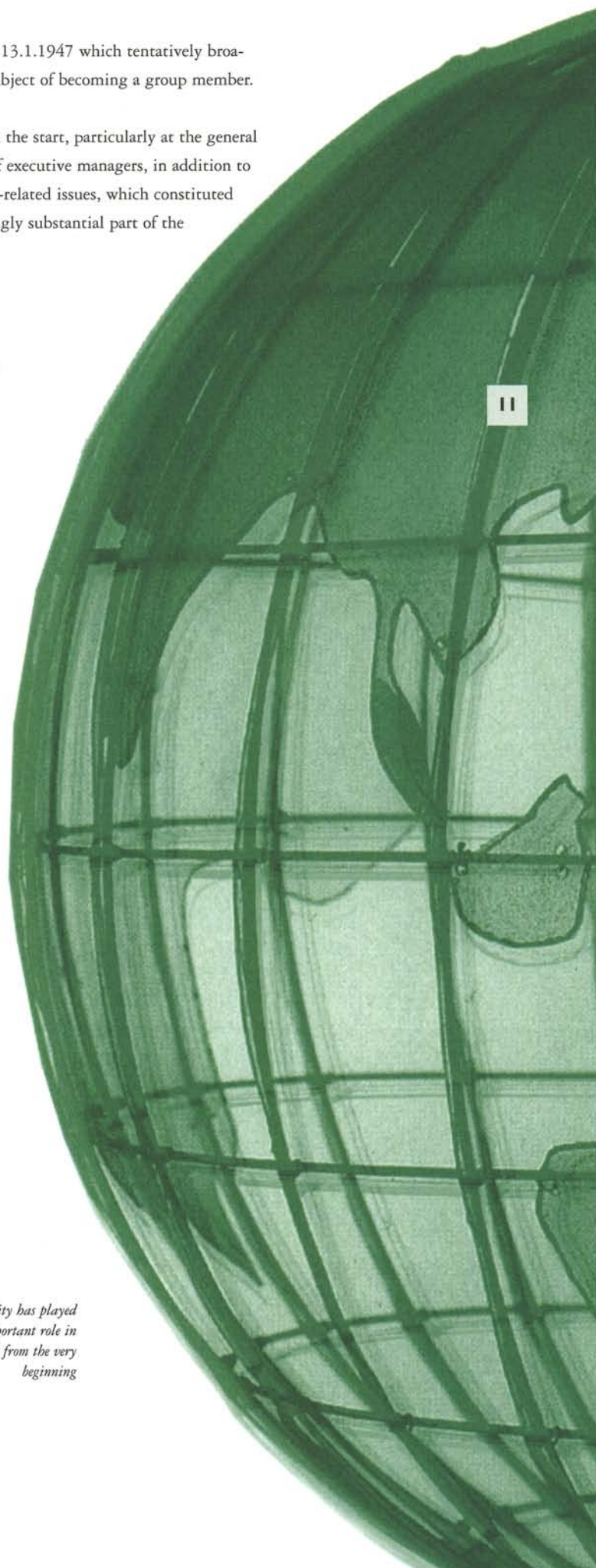


In the second year of its existence, the group endeavoured to recruit new members. This proved difficult, to a certain extent, since a number of other associations already existed.

For the first time the acceptance of a German partner was discussed. Jelmoli and Printemps, having had contacts with Karstadt before the war, were in favour of this suggestion and put forward that Karstadt should be recruited as a member of the group. Archived documents reveal that Karstadt had a buying agreement with Au Printemps, Paris, before the war. The first manager of the foreign department at Karstadt, Mr. Körner, had worked in the liaison office at Printemps as a young man at that time. This turned out to be extremely useful after Karstadt had been accepted as a member of the group.

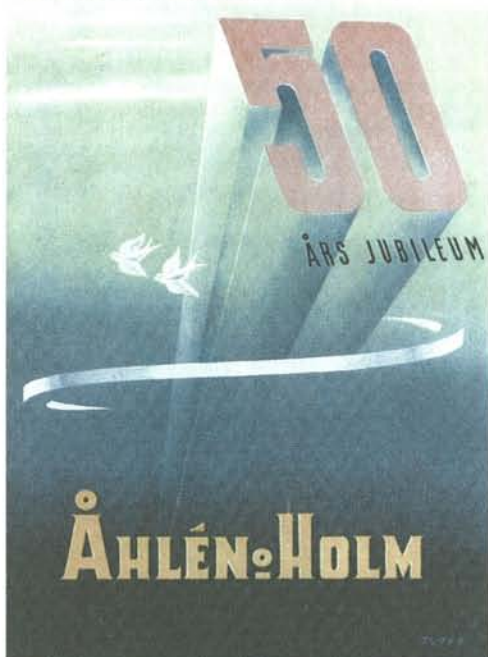
It is also interesting that the Japanese company Takashimaya had written a letter to Selfridges in

*Internationality has played an important role in the IGDS from the very beginning*





HÖSTEN OCH VINTERN 1949-50



*At the time of Åhléns' 50th anniversary, the 4th General Assembly of the Group took place in Sweden*

group objective, high importance was also attached to the exchange of experience on specific subjects. This was initially achieved by way of speeches and presentations by the managers of the member companies and, later, to a greater extent, by outside experts and scientists.

The discussions following these speeches and the activities carried out by the working parties have always been extremely useful to all participants.

Every speech which has been delivered since the foundation of the group in 1946, all conferences, meetings, workshops, buyers' meetings etc. have been recorded in minutes and documented. This guaranteed that the content could be made available to all group members, even if they were unable to participate.

The author adds, with gratitude, that it would have been impossible to write this historic narrative, had these documents and the exemplary archives at the General Secretariat not existed.

*The forties bring about an upswing of consumer spending*

On the occasion of the 3rd general assembly of the group in 1948 in London, a number of important decisions were made.

- The acceptance procedure for new members was established.
- The following department stores became members:
  - Vroom & Dreesmann, Holland
  - Greatermans Stores, South Africa
  - Rorkaers Magasin, Denmark
  - Casa Anglo-Brasileira, São Paulo
  - Karstadt, Germany.

The two members of the Karstadt Board of Directors, Althoff and Hoseit, who participated in this meeting, have always related with pleasure and gratitude that in light of the post-war conditions in Germany, they were only able to attend the general assembly in London because the gentlemen at Selfridges managed to arrange transport for them on a military aircraft (RAF) of the allied forces and paid for their





hotel and meals. At that time, no currency was available to the Germans for overseas trips. Karstadt has never forgotten this act of generosity towards a former enemy at war.

In order to publicise the IGDS more effectively to the outside world, it was decided that a group emblem (the first initial 'I' with the head of Hermes) should be incorporated on letterheads and envelopes. In later years, special business cards were designed for buyers, which also listed the names and addresses of all member firms, in addition to displaying the group emblem. This raised awareness of the IGDS and its affiliated companies among suppliers.

The 4th general assembly was held in Sweden in 1949, when Åhlén & Holm of Stockholm also celebrated its golden jubilee. Delegates from the then 13 member companies participated.

The main topic of the meeting was the drafted IGDS statutes, which led to the formal ratifica-

tion of the rules governing the collaboration, most of which were already being followed.

The main institutions for management and important decisions of the group are:

- the President
- the Secretary General, later Managing Director
- the Executive Board (decision-making organ, consisting of President, Managing Director and others on the executive boards of the member companies).
- the General Assembly (decisions of a general nature: election of the President, acceptance of new members etc.).



*In Germany the currency reform is considered to be the basis of the 'economic miracle'*

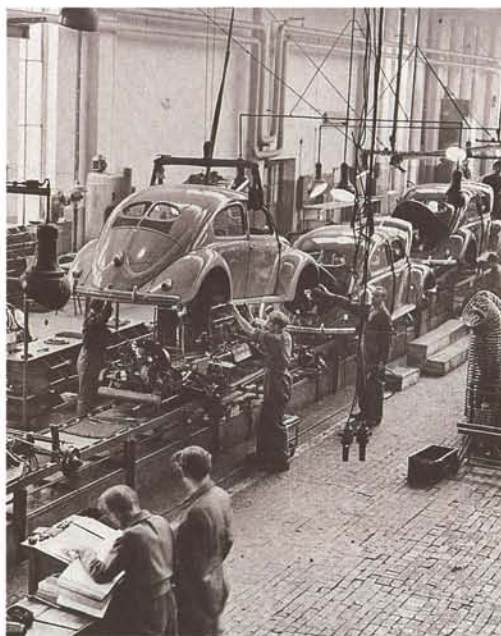
The members decided to set up a working party of architects and engineers which was to become a fixed institution 11 years later when the first architects' and store planners' meeting took place in Milan in 1960. This meeting was an outstanding success in the opinion of members and it went on to be held on a two-yearly basis. 16 such meetings had been held by 1994.

The focus of interest was not only building and style issues. Constant modifications became necessary as the result of demands which became increasingly higher over the years on the external and internal image of the department stores, including the necessity to construct car-parks or to operate as integrated units in shopping centres. A brief selection of the endless number of subjects dealt with includes: prefabricated buildings, new refrigeration systems, accident prevention on escalators, anti-theft systems, floor coverings, fire-protection and air conditioning, light and colour to enhance visual displays etc.

## Five decades of international collaboration: the 1950's

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*Productivity of the decade is marked by conveyor belts*



This decade was characterised by the powerful economic upswing in the majority of European countries. The currency reform, which was implemented in West Germany in 1948, and the associated abolition of all state controls boosted the economy. This country had set out on the road to a free market economy, a decision which was proven correct in the years to follow, finally leading to the German economic miracle, which is considered a showcase economic event in many countries around the world.

Until mid-1955 there was a shortage of labour in Germany due to the vast scale of rebuilding work. The first 100,000 guest workers arrived in the FRG from Italy to alleviate the situation.

The collaboration with Eastern European countries, strived for by IGDS initiator, Mr. Müggler, had to be postponed indefinitely when there was a consolidation of the communist system. In 1953 workers' protests in the GDR were quashed, in 1956, Hungary's attempt to disassociate itself from the Warsaw Pact was foiled by Soviet troops.

The signing of the Treaty of Rome on 25.3.57 was a significant factor which contributed to the rapid economic growth during the next decade. A crucial aspect of the treaty was the customs union, which was realised in 1968 and resulted in the abolition of century-old trade barriers.

Self-service outlets became more and more widespread, initially in the food sector. In this respect, Sweden was considered to be the most advanced country in Europe in terms of its retail trade developments.

When the first IKEA furniture store opened in Almhult, with a 13,000 m<sup>2</sup> sales floor, it heralded a new era in the furniture business (cash and carry furniture).

The question of the most suitable purchasing representation of the IGDS in the USA, which was posed early on, led to Allied Stores being accepted as a member of the group. In 1951, however, the agreement was cancelled and the City Stores





company took its place, providing services to a number of members in the years 1951-53.

City Stores then also left the group. The experiences of group members with the two US companies were by no means positive and, on the basis of this, it was decided that members

should have a free rein in the USA in future.

In the following years, the members used the services of various buying agents and individual relationships of friendship and exchanges of experience were made with significant department stores such as Sears Roebuck, Penneys, Macys etc. However neither the IGDS nor the US department stores were interested in closer contractually-governed ties.

In contrast to Mr Müggler's original vision, the US market proved to be less attractive to Europe both in terms of the merchandise it offered



*The mobility imported from the States becomes the driving force behind trade everywhere*

(at that time reflecting highly differentiated tastes) and in terms of price – due to the high exchange rate of the dollar.

*One face of the fifties*

## Five decades of international collaboration: the 1950's

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Since the volume of goods exchanged between the partner countries had been rising in line with economic developments, the administrative processing of orders took on increasing significance.

Reflecting this, the group decided to make the import-export conference a regular event from 1952 onwards and to hold it in conjunction with the general assembly so that the executive managers could also participate. In later years, when the administrative problems took a back seat and it became necessary to make specific buying decisions, these conferences were increas-



*1958: the Far East strongly represented in the IGDS from the very beginning. From right to left: Mr. Shin-ichi Iida and Mr. S. Yasbida (Takashimaya), Mr. Arne Jonson, (Åblén & Holm)*

ingly organised by the group members' buying experts and consequently re-named "buying directors' conferences". A later paragraph goes into more detail about these conferences.

In the mid-1950's, the group had swelled to include 14 member companies, including two from Australia and one from South Africa.

The Secretary General went on an information gathering trip to Egypt and recommended the acceptance of two companies as group members.

Unfortunately, a proposal from Jelmoli, Zurich, regarding the foundation of a group research centre was never realised. However, it was decided that individual studies should be organised by interested member companies. The first studies dealt with: packaging problems, self-service and central warehousing.

A further idea regarding the joint creation of book clubs failed to meet with sufficient interest.

Reflecting the vital role of sales promotion in all department stores, it was suggested that sales directors should meet on a regular basis to exchange ideas. The first meeting on 23rd June 1955 marked the beginning of a particularly fruitful collaboration between the IGDS sales directors, which soon became one of the supporting pillars of the collaboration. Initially twice a year and then on an annual basis, members exchanged information on implemented and planned sales-promotion campaigns, visited new department stores or competitor sales outlets together.

There was no limit to the variety of subjects broached. Meticulously prepared presentations and reports permitted their in-depth evaluation.

Some of the subjects broached in recent years have included: image campaigns, the future positioning of the department stores, lifestyle, brand policy/ own brands, price structures, customer services and credit card business, to name but a few.

By 1994, the sales directors had met on 44 occasions.

At the 10th general assembly in Geneva and Lausanne in 1956, Mr. Müggler resigned as Secretary General, a position that he had held since the foundation of the group. The group, which had now become a united and powerful organisation, expressed its deep gratitude to Mr. Müggler as initiator and organiser. He assumed the position of President of the group for the period 1956/1957.



Of three suitable candidates, the new Secretary General, Mr. John E. Petri, from Stockholm, was elected. He held this position very successfully until he left the group for reasons of age in 1978.

At the same time, the headquarters of the General Secretariat was transferred to Lausanne on 1.9.1956.

Buying activities were also consolidated and intensified during the 1950's and a joint buying committee met on a regular basis to discuss progress which had been made and problems that were being experienced and also to come up with new suggestions.



*The new look from France precipitates the most original fashion interpretation of the decade*

*A typical product design blowing fresh air into the range of goods available in the fifties*



## Five decades of international collaboration: the 1950's

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The cornerstones of buying activities became:

### 1. The Buyers' Meetings

These are held in connection with samplings, at trade fairs or when individual buyers visit member companies.



*From 1952 escalators  
get customers moving  
at Selfridges*

### 2. Joint Buying

These can also be organised in connection with the above occasions or in the form of sample shows to which several partners submit contributions.

Predominantly successful joint buying has been made over the years in the categories of:

- toys
- leather goods
- perfumes
- household goods/ china
- clothing
- sports and camping goods
- furniture
- stationery.

The concentration of orders resulted in more favourable prices and conditions, as well as exclusive articles and special own brands which often displayed the group emblem.

For the first time, it was suggested (by Vroom & Dreesmann) that group members should travel together to distant markets, e.g. the Far East or the USA, in order to operate there with greater buying power. This idea met with general approval and these trips soon became an integral part of joint buying activities.

At the general assembly in 1958, the suggestion was put forward to organise a conference for personnel directors. This was held the very same year in London. It marked the beginning of highly productive collaboration in this area. By 1994 the group was able to look back on 26 such conferences. From the mid-1960's onwards,

*First symbol  
of wealth*



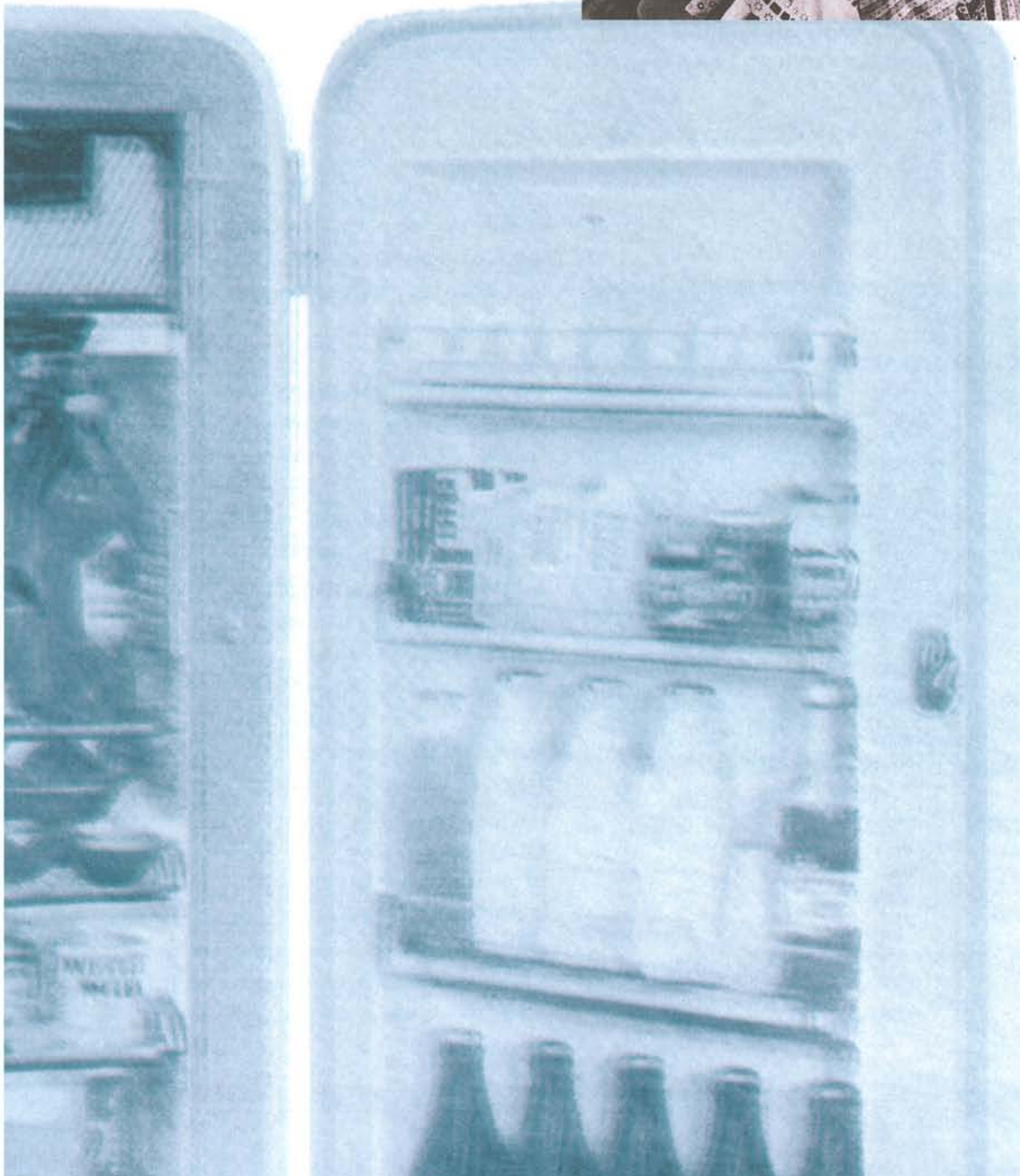


they were held in conjunction with the training managers' meetings which later went on to become separate events.

Conditions of employment, remuneration systems, time-recording systems, training and advanced training, personnel management and part-time employment are but a few of the numerous areas which can benefit from international comparison. Shortly afterwards, it was agreed that junior executives should participate in exchanges within the group. However, these exchanges failed to catch on, mainly due to language barriers.



*The petticoat is in*



## Five decades of international collaboration: the 1960's

This decade has gone down in history as "the roaring 60's". The launch of the US intelligence aircraft, the U2, over Russia led to the failure of the summit between the victorious powers of the 2nd World War and, one year later, the GDR cut itself off by building the Berlin Wall.

The USA became involved in Vietnam and Khrushchev was stripped of power in the USSR. When President Kennedy was murdered, the chances of a rapid end to the cold war floundered.

In 1960, EFTA was founded by 7 European countries and became the political counter-balance to the EEC.

The triumph of the plastic shopping bag was particularly relevant to the retail trade. It precipitated a flood of plastic packaging. In many categories of goods, chemical products began to gain in popularity: children's toys, floor coverings and nylon, perlon and lycra became extremely popular in the clothing industry.



*Vroom & Dreesmann; ladies' fashion '69  
in the Netherlands*

In 1964, Mary Quant revolutionised women's fashion with the mini-skirt, which went on to become a symbol of women's emancipation.



*The "roaring sixties" bring colour into the stores:  
Au Printemps, Paris*

The introduction of overseas shipment containers to replace mixed cargo prevailed throughout the world, just in time to cope with the monumental annual increases of imports from foreign countries, particularly Asia.

The document reader launched by IBM in 1966 has now become indispensable to trade.

New retail trade developments flooded in from the USA, giving the IGDS members reason to travel there on information gathering trips at short intervals. In 1961, the Kresge department store chain opened under the name of "Jupiter" in Detroit. It was the first discount store and very quickly doubled its sales on the basis of this principle. One year later, Korvette followed suit and opened a discounter on 5th Avenue, precipitating a storm of indignation from conventional retail outlets. Kresge opened the first K-Mart, a discounter with 5000 parking spaces and a 7,000 m<sup>2</sup> sales floor, which



has now evolved to become the largest self-service chain in the USA.

The MMM-Seminar of NCR in Dayton, Ohio, generated a great deal of publicity. Bernardo Trujillo has earned the title of "King of Retail" and his ideas are avidly discussed by IGDS members. Many Europeans commented: "It's OK for the USA, but not for us".

To the surprise of many, Dayton Hudson and Federated also moved into the discount chain business. In Europe, Otto Bleisheim opened the first cash & carry superstore, Metro. Up to the end of this decade, 25% of retail trade sales in the USA were generated via franchise chains and 41% of sales by the, by now, increasing numbers of shopping centres.

The IGDS particularly focused its activities on the area of buying. From 1957 to 1967, 600 buyers' meetings were held, attended by 5,500 buyers.

Asia entered into the arena for the first time as supplier of a significant volume of consumer goods and, in light of this, the Executive Board commissioned a study on a joint buying office of the group in Hong Kong. Unfortunately, the significance of this rapidly expanding market wasn't fully recognised and an historic opportunity was passed up when this proposal was rejected.



*Shoe department in an Au Printemps Store in Paris in 1965*

*In the sixties, ladies' fashion starts showing legs*

## Five decades of international collaboration: the 1960's

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In the following years, the buying activities of IGDS members in Asia went separate ways: initially they bought goods in accordance with the trade structures prevailing at that time, predominantly via export houses and later via buying agents or direct from suppliers.

It was not until the 70's that department stores established their own buying offices in Hong Kong and Japan and later in other supply markets in Asia. Today, more than half of the imports of almost all IGDS members originate in Asia.

The idea of joint buying offices overseas was revived again in 1976 when Åhlén & Holm and Karstadt realised a project in São Paulo, Brazil, in which Vroom & Dreesmann, Jelmoli, Manor and Kastner & Öhler also participated. The contrary trends of purchasing volumes and costs led to the closure of the office after only six years.

In Italy, Vroom & Dreesmann collaborated with the Karstadt office in Milan via its own subsidiary from 1971 to 1975. Then, it decided to end the collaboration in favour of collaboration with a buying agent.



*Les Affaires du siècle  
one-hundred years of Printemps*

The joint office of Karstadt and Åhlén & Holm in Hong Kong from 1987/88 was very short-lived indeed, since the Swedish partner soon required more space.

In 1968, it was decided at the general assembly that an in-depth study should ascertain the basic requirements and prerequisites for expanding joint buying activities. A member of Karstadt's staff was transferred for one year to the General Secretariat in Lausanne for this purpose.

The Fact-Finding Instrument (FFI), a highly comprehensive survey, led to interesting results.

On the one hand, it revealed that the sizes, corporate structures, organisations and buying strategies, as well as the standard of product lines of group members were so diverse that joint buying on a large scale, for instance via a European buying organisation, as was suggested by the Luxembourg partner, Scholer, appeared to be out of the question. On the other hand, it also showed that in specific categories of goods, there are a number of untapped possibilities, provided that the best way to approach the same could be found, which would meet with the approval of all partners.



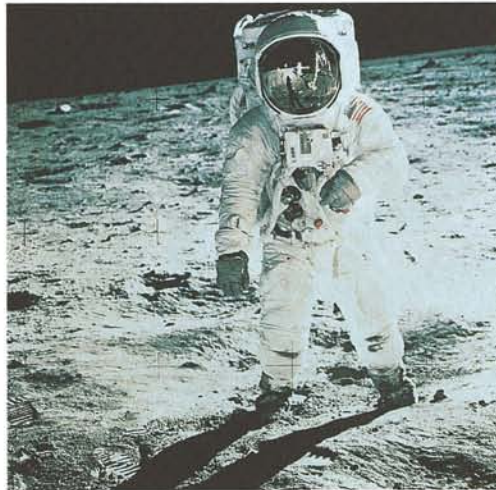
Taking a further step in this direction, 15 specialist committees consisting of the members' central buyers, worked together to find the most lucrative categories of goods for joint purchasing. In following years, this did actually result in improved efficiency.

It was decided that the silver jubilee of the IGDS in 1971 would be celebrated by way of a joint jubilee sales campaign using the slogan: "Market without Borders".

The preparatory work is a good example of the depth of collaboration between the partners. 19 group members achieved positive image advertising by way of this campaign and succeeded in bringing the attention of

the public to the fact that buying goods overseas benefits consumers. This was also reflected in the positive echo in the press.

As the 1960's drew to a close, the USA demonstrated the scope of human achievements in technology, when its astronauts landed on the moon on 20.7.69, even though consensus among nations and societies in terms of politics, religion and economics remained as distant as ever.



*A giant step for mankind; first landing on another planet in 1969*

*Mini or otherwise; women show in this decade that they are wearing the trousers*

## Five decades of international collaboration: the 1970's

In the wake of the rapid economic growth during the post-war years and the unfailing belief in the power of technology, the first study of its kind, entitled "The Limits to Growth", was commissioned by the Club of Rome. It highlighted the link between unlimited growth and

numerous measures were implemented in the area of transport with the aim of reducing emissions.

In 1975, the first solar power station started operation in France. However, cars were not fitted with catalytic converters as standard until the 1990's, due to slow legislation in Europe.

US scientists drew the world's attention to the risk of climatic change as a result of the destruction of the ozone layer. Following many years of

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*Modern technology is introduced in stores: first optical scanners*

the associated effects on the environment, at the same time, pointing out the responsibility of humanity to make a choice as regards future alternatives. The impulses provided by this book and further reports resulted in political and social groups slowly but increasingly preoccupying themselves with this subject. Today, welcome advances have finally been made.

In 1972, the UNO took up this subject and passed a declaration regarding the effective protection of the environment. 112 countries were signatories to this declaration.

In the years that followed, recycling i.e. the re-use of waste materials was encouraged, energy-saving equipment was produced and





debate, this led to a total ban on CFC's used in aerosols or refrigerators by the year 2000 in numerous countries.

The so-called oil crisis in 1973, the result of an artificial shortage being created as a means of exerting political pressure, led to long-term plans to replace oil by other sources of energy and the building of more economical cars.

New standards were set when the largest shopping centre in the world was opened in Woodfield Mall, near Chicago, with three integrated department stores and total floor space of 180,000 m<sup>2</sup>.

The department stores there experienced more and more difficulties (Sears), particularly as a result of the profusion of discount stores (K-mart and others), resulting in the first department store mergers.

The Kings Plaza shopping centre in Brooklyn, N.Y. opened in 1970. It was the first indoor, air-conditioned centre and it served as an example for all shopping centres to come.

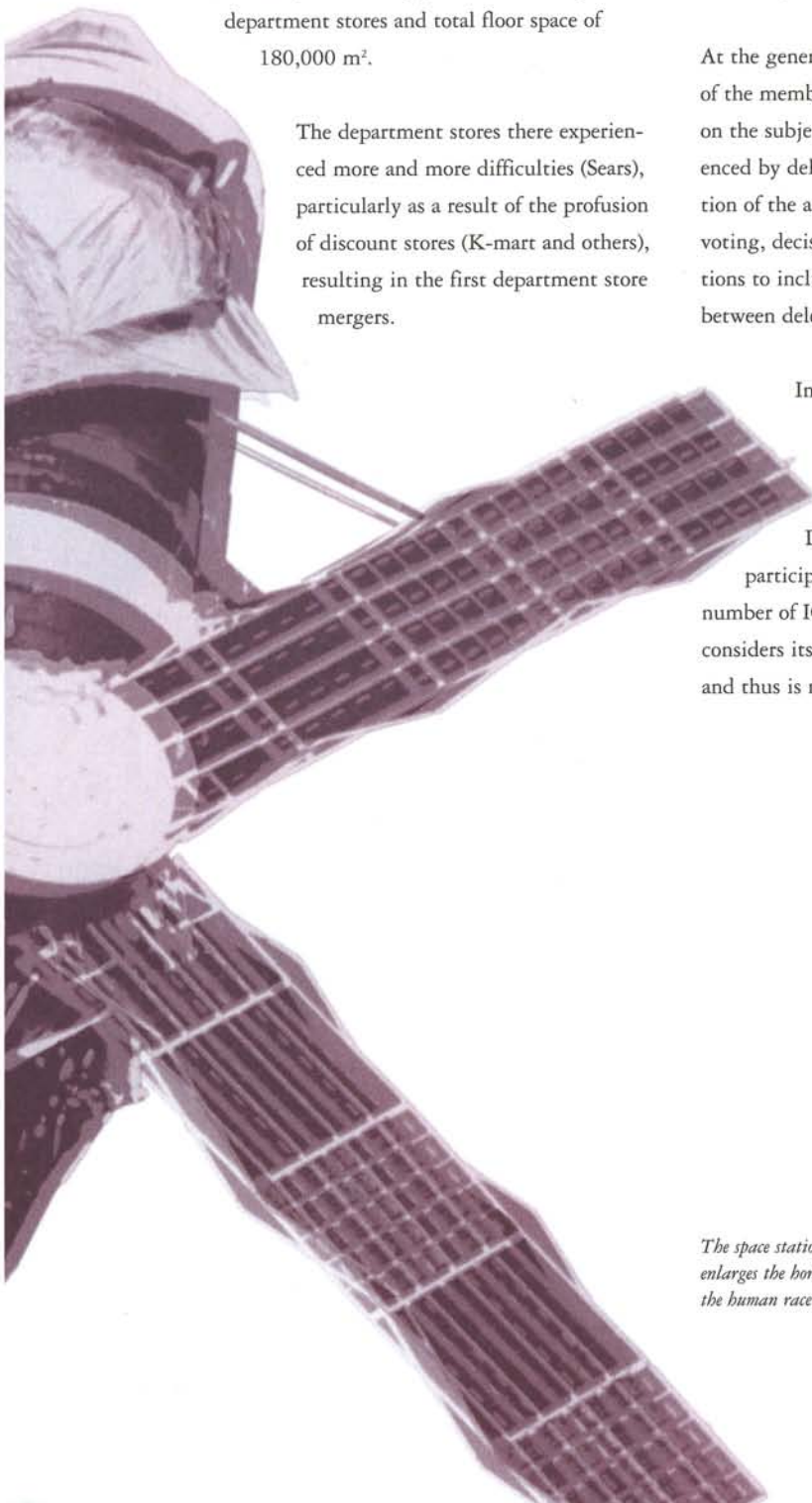
When Bernardo Trujillo died aged 51, branch experts were of the unanimous opinion that the influence he had exerted on the retail trade throughout the world was inestimable.

In 1978 a new sales channel was launched in the US: specialist markets. Mothercare is a prominent example of this type of market.

At the general assembly, debates in small groups of the members' top management executives on the subject of current retail problems experienced by delegates began, extending the function of the assembly from one of reporting, voting, decision-making and giving presentations to include the active exchange of ideas between delegates.

In 1977 a conference on EDP developments in the retail trade was held in Essen. IGDS and IADS (International Association of Department Stores) experts jointly participated. The latter group, to which a number of IGDS members are also affiliated, considers itself an international research group and thus is not a rival of the IGDS.

*The space station, Skylab, enlarges the horizon of the human race*



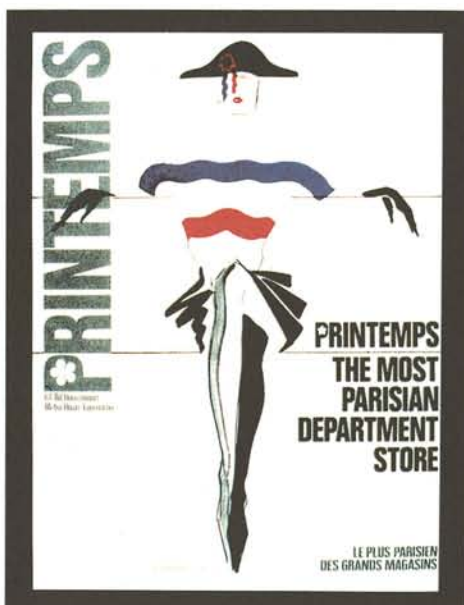
## Five decades of international collaboration: the 1970's

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From 1.1.1978, when John E. Petri left the group, having reached retirement age, the 3rd Secretary General/Managing Director of the IGDS assumed office in Lausanne. Not unlike his two predecessors, Mr. Senn also had many years of experience in the retail trade (his most recent position was with Globus, Zurich) and during his period of office, he made valuable contributions to all areas of the IGDS.

The development of restaurants in department stores gave rise to requests for a restaurant managers' conference. These people met for the first time in Bern in 1978 where the main topic of discussion was fast-food. By 1993, the restau-

man representing the manufacturer. With this in mind, buyer seminars were introduced by the IGDS in 1979 focusing on this particular aspect of buying. Despite initial scepticism, they soon became highly valued events. Even the more experienced professional buyers were enthusiastic and recommended them to other colleagues. Up to 1994, nineteen such seminars had been held in Switzerland, headed by the Managing Director. This training programme and other training courses are an opportunity for experts to meet colleagues from other countries, something which is of untold significance to the successful integration of the IGDS members and to their future collaboration.



*Life style and consumption are closely connected*

rant managers had met on 7 occasions. The objective of this exchange of experience was the change-over of many department store restaurants to the successful free-flow system.

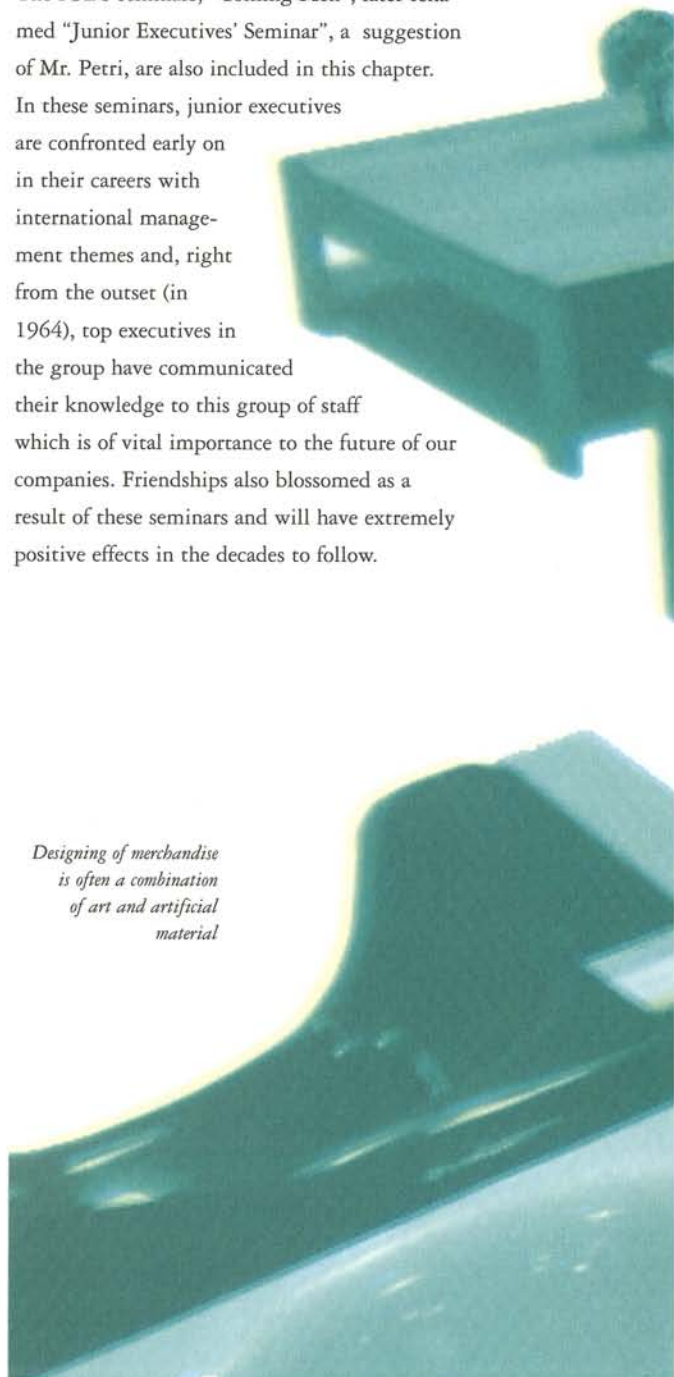
Inventory discrepancies are a serious problem and, on the basis of a suggestion made at the general assembly, experts in the group have been meeting since 1979 (five times up to 1993) to exchange their ideas and experiences in this highly problematic area.

The art of buying not only includes a profound knowledge of the merchandise, it also requires the ability to conduct negotiations with success; not an easy task when the buyer finds himself confronted by a hard-boiled professional sales-

The IGDS seminars, "Coming Men", later renamed "Junior Executives' Seminar", a suggestion of Mr. Petri, are also included in this chapter.

In these seminars, junior executives are confronted early on in their careers with international management themes and, right from the outset (in 1964), top executives in the group have communicated their knowledge to this group of staff which is of vital importance to the future of our companies. Friendships also blossomed as a result of these seminars and will have extremely positive effects in the decades to follow.

*Designing of merchandise is often a combination of art and artificial material*





In 1978, the first information gathering trip for department store managers to big cities in Europe with novel and interesting retail trade developments was organised. Going by the name of "Critical Store Visit", the destinations of the first group trip were Toulon and Marseilles.

This facility was continued in 1982 with a series of trips to the USA, especially for store managers. The first trip was New York, Chicago and Toronto. The United States is still one of the best places to discover original ideas. Although,



*The new design of the seventies: form follows function*

in the past, it had been a rule of the thumb that new developments in the US would arrive in Europe ten years later, this time-span became increasingly shorter and in the 1980's, a number of innovations bore the stamp "Made in Europe". Up to 1994, eight US information gathering trips had been organised for store managers.



## Five decades of international collaboration: the 1980's

*The eighties: vast changes, unbelievable up to then, occur*



The most significant political event of this decade was the start of the Gorbachev era on 11.3.85. His programme of political reforms (Perestroika) strived for the renewal of economic and social structures and, at the

same time for a liberalisation of the formerly restrictive information policy (Glasnost).

The success of his foreign policy – which turned away from hegemonic big-power politics – paved the way for the reunification of Germany in 1990 and led to the abolition of the Warsaw Pact. Both events and the subsequent dissolution of the Soviet Union on 21.12.1991 have had immeasurable consequences for the economic and political development of Europe and other continents right up to the present day.

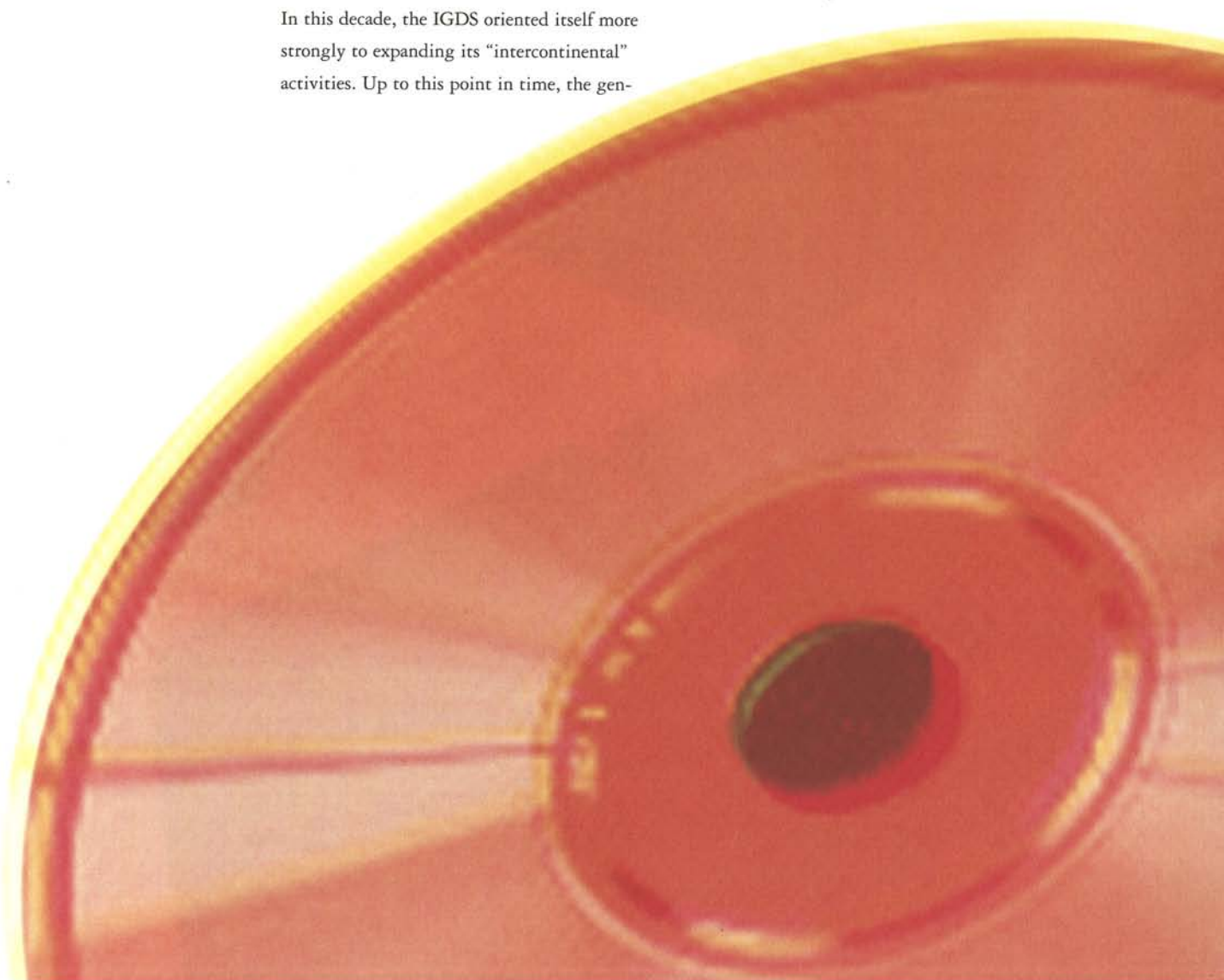
In this decade, the IGDS oriented itself more strongly to expanding its “intercontinental” activities. Up to this point in time, the gen-

eral assembly had always been held in the country of one of its members, with the member acting as host. In 1980, a non-member country was selected as the venue and the assembly was held in Washington/USA.

This conference focused on the US retail trade situation, cash-free shopping (credit cards), EDP-related issues and lifestyle retailing.

One year later – 1981 – for the first time in a number of years, a North American department store, the T. Eaton Company in Toronto/Canada became member of the group. Its downtown shopping centre was a prime example of the necessity of urban renewal and attractiveness, both in America and Europe.

The departure of La Rinascente of Milan from the group in 1964 meant that it no longer had an Italian member in its ranks. This gap was closed in 1982, when Coin Grandi Magazini, Mestre/Venice, joined the IGDS.





Over the previous two decades, at least subconsciously, many European groups feared an 'invasion of take-overs' by US concerns, fuelled by the high exchange rate of the dollar. (Mr Gösta Åhlén warned members of this risk at the 20th general assembly in Zurich in 1966!). However, the trend reversed in the 80's. The European groups became increasingly global in their line of thinking and their management skills and capital assets improved to such an extent that they ventured to take the plunge on the other side of the Atlantic.

Prominent examples are the take-over of the mail-order firm, Spiegel, by the German Otto mail order company in 1981. In 1982, Ahold/Holland bought out Giant Food and the German media concern, Bertelsmann, purchased the second-largest American book publishing company, Doubleday & Co., for 960 million dollars. The trend continued into the 1990's. The Japanese, the second-largest investors in the USA, bought shares in Bloomingdales and 7-Eleven. Within Europe, too, cross-border investments increased. Globus/Switzerland

opened "Office World" in Great Britain and Aldi opened its first self-service store there, followed by its first branch in Croix, France.

The French IGDS partner, Au Printemps, Paris, has been successful throughout the world with its Printemps department stores, which are operated on a franchise basis. In 1987, a further



Printemps store was opened in Denver/Colorado's Broadway Plaza Centre, with a sales floor covering 8000 m<sup>2</sup>.

*After the cold war a new era brings hope to the hearts of people*

Making use of available technology, Sears Roebuck and Penney began to operate teleshopping. The Home Shopping Network is now available to 60 million households in the USA via cable and satellite. The trend of specialist markets also continued.

*The birth song of a digital society is comprised of bits and bytes*



## Five decades of international collaboration: the 1980's

"Well, can you remember  
what colour coat she  
had on?"  
... English cartoon depicting  
an end-of-season sale.



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Interestingly, Penney closed its discount chain, Treasury, in 1981, which was unable to stand its ground against giants such as Wal-mart and K-mart. The reason given by Penney for the closure was that discount selling no longer reflected its corporate philosophy!

The joint buying activities of the group took on a new perspective as a result of the organisation of workshops. These are similar to trade con-

ferences and include discussions of all relevant problems pertaining to a specific categories of goods on the basis of previously compiled data and analyses. This form of international meetings of merchandise groups soon met with acceptance on the part of IGDS buyers. Initially, selected themes were sport, stationery, furniture, cosmetics and consumer electronics, closely followed by others, for instance, the clothing sector.

On the basis of a suggestion made by Karstadt, from 1985 onwards, the annual buying directors' meetings were used to improve the knowledge of directors in charge of buying policy on developing countries or markets which had recently become interesting and as a means of discussing ways of cultivating these markets on a joint basis. This was achieved by way of holding the meetings in the countries in question.

*Lotte department store,  
Korea*





Brazil, India, Turkey, Thailand, Greece, Korea, Portugal and China are some of the countries in which meetings were held. With the assistance of the local export promotion organisations and existing contacts with suppliers, representative overviews of the range of available goods in those countries were provided, leading to a more intensive cultivation of the markets by group-members.

The IGDS Fashion Trends Forecast Meetings, which have been particularly useful, also deserve a mention. At these meetings, the buying directors of the clothing departments discuss the trends during the previous season and ascertain which categories of goods have growth potential for the next comparable season. The directors discuss fashion ideas and colour charts with the stylists and joint buying possibilities are also discussed.

The precursor to these meetings were the fashion trends shown by Printemps in Paris over the years – usually in conjunction with Prêt-à-porter. Many IGDS members believe that the information gained here has been invaluable.

A similar trend forecast for the furniture/ home textiles sector began in 1988 and has been held annually ever since.

The 1980's heralded a substantial increase in activities in the non-goods sector, too. Trade conferences were organised for managers in the areas of

- finance
- decoration
- organisation
- sales services
- imports
- security
- quality control.



## Five decades of international collaboration: the 1990's

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World politics still remain turbulent this decade; the invasion of Kuwait by Iraqi troops, which resulted in the intervention of international military forces, headed by the USA; Germany celebrating full sovereignty again following its reunification, 45 years after the end of the second world war.

One year later, unrest following the bloody downfall of Yugoslavia escalated to become a devastating full-blown civil war.

The European Union (EU) was founded when the Maastricht Treaty was signed in 1991. This was one of the most significant reforms since the foundation of the EC, one which, among other things, envisages the introduction of a single European currency by 1999.

The executive managers of IGDS have also – from 1988 onwards – introduced separate meetings for European members, where small groups have the opportunity to discuss European developments and issues that are relevant to trade. These meetings, the “EC-Summits” have already been held nine times up to 1996.

For several years now, the Executive Board has been convinced that the group should be extended to include members from countries

in the Asian-Pacific region on the basis of the rapid economic growth that it is experiencing. Takashimaya, Tokyo, which has been an active member of the group since 1956 and Shui Hing, Hong Kong, are also in favour of this idea and after some intensive canvassing by the managing director, they managed to win the important department store group, C.K. Tang in Singapore, Far Eastern Department Stores in Taiwan, Matahari in Indonesia, Rustan on the Philippines and Lotte in South Korea over to the idea of a collaboration with the IGDS.

The first Asian summit was held at Takashimaya, Tokyo, on 9th/10th October 1989 and it showed that Asian and Australian members were particularly interested in a close collaboration, if their specific problems were taken into consideration.

This signified the birth of the IGDS Far East Group. In the interim, this group has taken part in eight annual conferences. The 1995 conference



*Future option?  
Shopping goes Internet*



was held in conjunction with the general assembly of the IGDS in Singapore.

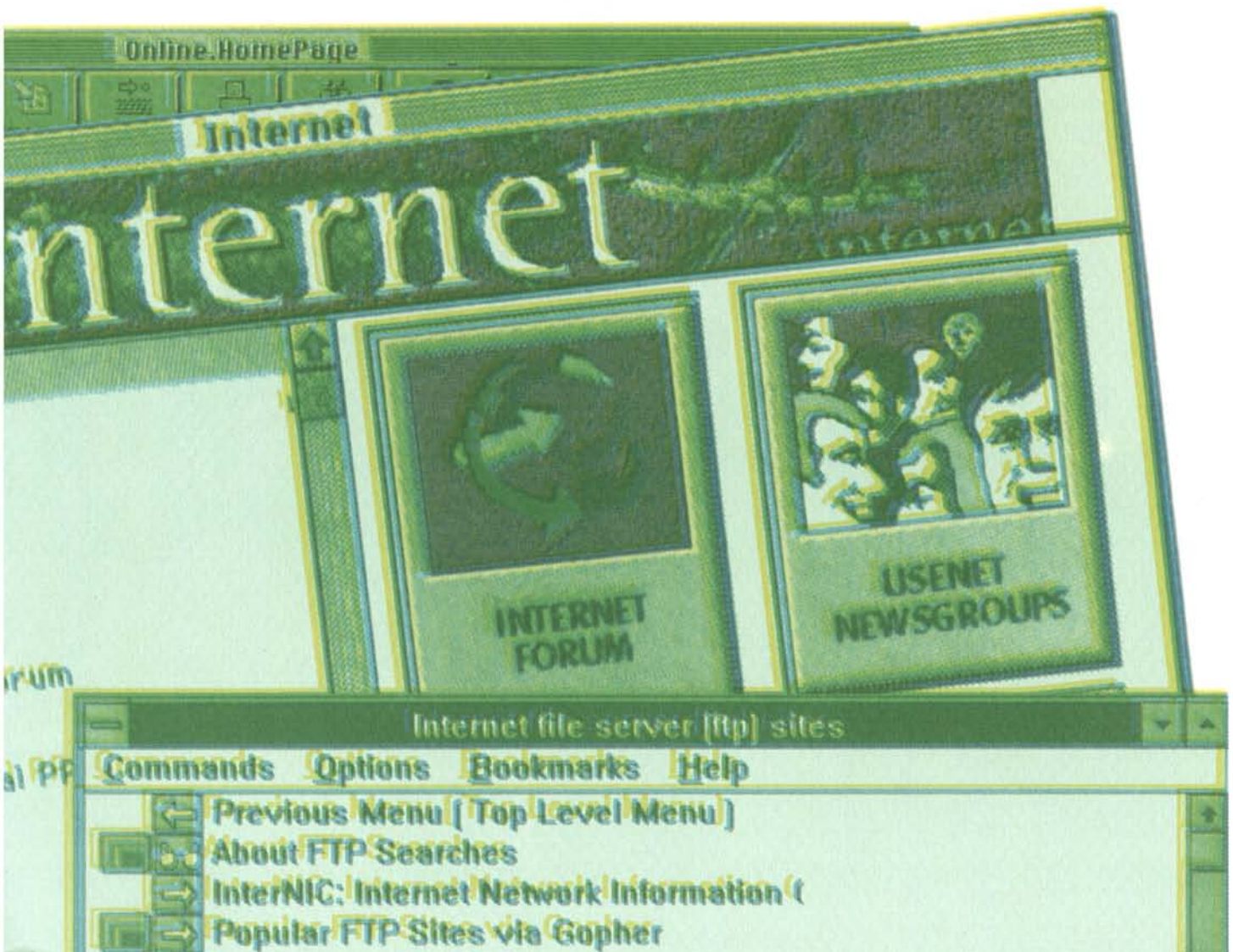
In order to more effectively meet the various needs of the Asian and European members and to ease the burden of work falling to the President, it was decided that vice-presidents for Europe and Asia should be appointed. This proves to have been a highly effective move.

The subject of general exchanges of information in the 90's is predominantly the advancing technology in the retail trade. The world-wide introduction of credit cards, with the opportunity to utilise sales data for targeted marketing campaigns, and vast improvements in the area of information technology for the retail trade and customers, are two focal themes and environmental issues are coming increasingly to the fore. As a result of the latter, the group introduced a meeting for its environmental officers, the first one being held in Zurich in 1994.

At the end of 1996, the IGDS Executive Director, Emil Senn, will retire after 18 highly successful years as the driving force behind group activities. Mr. Werner Studer was elected as his successor, although Mr. Senn will continue to work for the IGDS in an advisory capacity and as contact person for the Far East group.



*Even the nineties give rise to hope; at least in politics*





## 4. IGDS - personalities and human relations

This important chapter in the history of the IGDS really has its place at the beginning because this association does not draw its strength from the ranks of its members or its organisation, but from the dynamism and wealth of ideas and the desire of its leading members for international cooperation.

If tribute is only now being paid to these people, then the reason is that the previous account of the 50 years' collaboration just goes to show the extent of untiring efforts, power of persuasion in their own companies and high levels of tolerance demonstrated for other member firms with different structures, all of which have been vital to the achievement of such glowing results.

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*Mr. Petri, IGDS,  
and Mr. Bröcker, Vroom  
& Dreesmann*



In the first chapter, which deals with the foundation of the IGDS, a portrait was given of the initiators, founding personalities and men of the day. However, in the following chapters, a detailed description of who did what and when with regard to the development of the group and its successes was deliberately omitted.

It is only natural that a great many productive ideas are conceived spontaneously, often outside the confines of the agenda, perhaps on the periphery of meetings and conferences or in one-to-one discussions. It therefore seems both impossible and inappropriate to evaluate the contributions of the individual group members or their representatives.

*Merchandise is  
always a focus of  
interest*





However, there is no question that the driving force behind the group over the five decades of its existence has been the Presidents, the Vice-Presidents, the members of the Executive Board and the Managing Directors.

The rotating appointment of members to the Executive Board has ensured that all decisive issues have been tackled jointly by the executive managers of the member companies and the Managing Director. A great number of personalities had the opportunity to inject their ideas by means of this procedure.

The executive boards during the first decades reflected the generation of family business owners – highly expressive and stubborn personalities. This often proved to be an advantage, easing the development of a number of real friendships which made prompt decisions possible.

On the other hand, national companies were still particularly guarded as far as competition was concerned during these years. This gave rise to worries that one or other “colleague” might expand over the borders and resulted in the odd quarrel. It is no secret that crisis situations between members have existed on a few occasions.

Fortunately, these were always remedied promptly and there was never any damage caused to the group.

It should be borne in mind that the group statutes initially provided for the exclusion of competition and a united Europe along with its liberal trade laws was still part of the distant future. Now, the European Union is a reality and these difficulties are ancient history.

Promoters of group work have not only included the previously mentioned executive organs, but also – with regard to the directives on day-to-day work – the middle and lower management levels of the member companies, i.e. the buying directors, sales directors, organisational directors



*Mr. Rudi Vroom, Vroom & Dreesmann and Mr. José Fernandez, Galerías Preciados*

*All together now ... participants of the General Assembly in Lyon*



## 4. IGDS - personalities and human relations

and personnel directors, architects, advertising managers etc. and their staff.

The group of central buyers, who are at the focal point of the work of the IGDS – joint buying – deserve a special mention at this point.

Finally, the export departments and liaison offices should also be mentioned. Using their specialist knowledge of foreign trade and language skills, they made a considerable contribution to

the coordination of group activities and simplifying the multitude of contacts between the individual group members.

The IGDS is grateful to every single person who has made a contribution, however large or small, to the success and international image of the group. One of the most gratifying aspects of the history of the IGDS is that right from the beginning, up to the present day, it has not only been and still is a valuable commercial association, it has also proved to be an excellent breeding ground for a multitude of personal relationships and friendships.

This positive aspect applies equally to all levels, from executive manager to exchange trainee.

The IGDS seminars for junior executives have, as already mentioned, provided excellent prerequisites for young people to gain a knowledge of the significance of international collaboration and intercultural friendships. The objective of the "country promotions", organised by IGDS members on a regular basis has been to enhance the awareness of the millions of our department store customers of the world-wide collaboration, not only to provide them with attractive ranges of foreign goods but also to introduce them to

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*Mr. José Fernandez,  
Galerías Preciados and  
Mr. Heinrich Althoff,  
Karstadt*



*Mr. Gilland, Selfridges,  
Mr. Petri, IGDS,  
Mr. Müggler, Jelmoli*







*Mr. Hari Darmawan,  
Matabari,  
Mr. E. A. Senn, IGDS*

foreign cultures. In this respect, an individual country, an economic region or a continent is presented for one to two weeks in one or several department stores. This involves merchandise against a background of cultural events, such as photographic or art exhibitions, folklore, handicraft demonstrations etc.

In the preparation and implementation of such campaigns, advice and assistance from the IGDS partners in the country in question are an immense help. Often such campaigns are implemented by two or more partners at the same time.

The high-quality country promotions that are regularly held by the Japanese partner, Takashimaya, are particularly successful examples of how a department store can become a place to meet other cultures, as is reflected in the national reactions.

Thus, as a result of the ripple effect on their millions of customers, IGDS members have perhaps made a greater contribution to international understanding and respect for other countries and people than many politicians.



*The new Executive  
Director of the IGDS,  
Mr. W. J. Studer*

The future of the IGDS will certainly depend on the position of department stores in the retail trade of the future. If one reads past forecasts - as occurred during the preparation of this report - with all due respect, it can only be said that most of them turned out to be inaccurate.

We live in a networked world. Every change which, in isolation, would have had certain effects, triggers numerous, in some cases, contradictory factors, which often result in the opposite of what was originally expected.

Will it be possible to maintain the functionality and safety of "downtown areas" for citizens and guarantee access via public and private transport? Might different shop opening hours have a decisive influence on the purchasing behaviour of customers? What effect will state redistribution measures have on income trends and spending priorities? Will new sales channels (e.g. teleshopping) find increasing acceptance?

These are just a few of a multitude of questions. Over the past 50 years, the IGDS members have proven that they have always been capable of adapting to changing market requirements. One thing is a certainty: the battle to gain customers will escalate and can only be won by means of creative ideas and considerable skill.

The wealth of world-wide experience of the IGDS is a tried and tested instrument in overcoming whatever challenges the future may bring.





# Presidents und Managing Directors

## Presidents of the Intercontinental Group of Department Stores

Period of Office	Name	Company
1946 - 1952	Raymond Delhayé	Bon Marché
1952 - 1953	Dr. Aldo Borletti	La Rinascente
1953 - 1954	Heinrich Althoff	Karstadt
1954 - 1956	H.A.J. Dreesmann	Vroom & Dreesmann
1956 - 1957	Jules Müggler	Innovation
1957 - 1958	Hermond Lannung	Rørkaers Magasin
1958 - 1959	S.H. Leake	Selfridges
1959 - 1960	José Manuel Fernandez	Galerias Preciados
1960 - 1961	Dr. Hans Coenen	Karstadt
1961 - 1962	Dr. Aldo Borletti	La Rinascente
1962 - 1963	Shin-ichi Iida	Takashimaya
1963 - 1964	Jean Vignerac	Au Printemps
1964 - 1965	Rex A.L. Cohen	Selfridges
1965 - 1966	Gösta Åhlén	Åhlén & Holm
1966 - 1967	Jules Müggler	Innovation
1967 - 1968	Norman Herber	Greatermans
1968 - 1969	H.A.J. Dreesmann	Vroom & Dreesmann
1969 - 1970	Wolfgang Starke	Karstadt
1970 - 1971	Sir Edward Hayward	John Martin
1971 - 1972	Josef Zumstein	Jelmoli
1972 - 1973	P.X. Lambropoulos	Lambropoulos
1973 - 1974	Viktor Fogarassy	Kastner & Öhler
1974 - 1975	Rune Höglund	Åhlén & Holm
1975 - 1976	Norman Herber	Greatermans
1976 - 1977	D.S. Greensmith	Selfridges/Lewis's
1977 - 1978	Shin-ichi Iida	Takashimaya
1978 - 1979	Bertrand Maus	Au Printemps
1979 - 1980	José Manuel Fernandez	Galerias Preciados
1980 - 1981	Bernhard Schröder	Karstadt
1981 - 1982	Baron François Vaxelaire	GB Inno BM
1982 - 1983	Dr. Ton Dreesmann	Vroom & Dreesmann
1983 - 1984	Fred. S. Eaton	T. Eaton Co.
1984 - 1985	Josef Zumstein	Jelmoli
1985 - 1986	Dr. Vittorio Coin	Coin
1986 - 1987	R. Back	Åhléns
1987 - 1988	Dr. Peter Böck	Kastner & Öhler
1988 - 1989	Peter Wilkinson	Myer Stores
1989 - 1990	P.X. Lambropoulos	Lambropoulos
1990 - 1995	Geoffrey Maitland Smith	Sears Plc./Selfridges
1996	Hari Darmawan	Matahari

## Managing Directors of the Intercontinental Group of Department Stores

1. Jules Müggler                      Period of office 1946 - 1956
2. John E. Petri                      Period of office 1956 - 1978
3. Emil A. Senn                      Period of office 1978 - 1996
4. Werner Studer                      Period of office since 1996



**IGDS-Meetings/Trade Conferences etc.**

**IGDS management:**

- General Assembly
- Executive Board Meetings
- EC Summit (summit dealing with European issues and others)

**Buying:**

- Import/Export Conferences
- Buying Director's Conferences
- Buyers' Meetings (BMs)
- Joint Buying Organisations (JBOs)
- Specialist Committees
- Workshops
- Fashion Trends Forecast Meetings
- Import Managers' Meetings
- Quality Control

**Sales:**

- Sales Director's Conferences
- Department Store Services
- Visual Display Managers' Meetings and Information Gathering Trips
- Information Gathering Trips with Store Managers

**Finance:**

- Financial Directors' Conferences

**Personnel:**

- Personnel Directors' Conferences
- Training Managers' Meetings
- IGDS Seminars
- Buyers' Seminars
- Staff Exchanges

**Organisation:**

- Inventory Discrepancies
- Logistics and Central Goods Distribution
- Security Measures
- Environmental Protection

**Building:**

- Architects' Conferences

**Catering:**

- Restaurant Managers' Meetings



#### The author

Heinz-Georg Matter, born 1928 in Essen, having obtained his qualifications in industry, soon looked out for challenging opportunities in the retail trade and, already in the early years of his career, became an expert of international business.

On these grounds, he belongs to the few contemporaries, who have witnessed the history of the IGDS for several decades and had personal contacts with its Presidents and Directors as well as the executives of the group members.

During his 18 years of managing the foreign trade at the Karstadt organization, he strongly supported the Group's activities and created many impulses.

His survey of 50 years of the IGDS history closely reflects a major part of his own professional career.

Published by Karstadt AG, Essen,  
for the 50th anniversary of the IGDS  
in June 1996

*Overall concept and realisation in collaboration  
with the IGDS, Basel, and Karstadt AG, Essen.  
Concept – Leander Jaboda, Düsseldorf  
Design – Ralf Jackstadt, Düsseldorf  
Lithography – Teamwork GmbH, Essen  
Printing – Dorstener Buch- und Offsetdruck GmbH, Dorsten  
Bindery: H. & W. Hennes GmbH, Essen*

*Pictorial material:  
AKG, Berlin (12, 13, 14, 23, 28, 29); B. Taschen Verlag,  
Cologne (16); Reuters, Cologne (24); dpa, Düsseldorf (33)*