OVERVIEW OF THE COLLECTION

Title: Target Brand, Incorporated Collection of Fashion Advertisements Using Disabled Models

Collection Date(s): 1990-1991

Extent and Forms of Material: .33 cubic feet (1 folder)

Creator: Target Brand, Incorporated

Abstract: The collection consists of seven sales circulars containing photographs of disabled models.


Collection Number: AC436

Processing Note: Processed by Vanessa Broussard Simmons, archivist, 1998

INFORMATION FOR USERS OF THE COLLECTION

Conditions Governing Access: The collection is open for research use.

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Preferred Citation: Title and date of item, Target Stores Collection of Fashion Advertising Using Disabled Models, dates, Archives Center, National Museum of American History, Smithsonian Institution, box number X, folder number XX, digital file number XXXXXXXXXXX

IN-DEPTH INFORMATION ABOUT THE COLLECTION

Administrative/Biographical History: Dayton's Dry Goods Company was founded in 1902 by George Draper Dayton, a banker who built his wealth by buying farm mortgages in southwest Minnesota and an active member of the Westminster Presbyterian Church in downtown Minneapolis. During the Panic of 1893 which caused a decline in real estate prices, the Westminster Presbyterian Church burned down, and because its insurance wouldn't cover the cost of a new building, the church was looking for revenue. Its congregation appealed to Dayton to buy the empty corner lot next to the demolished building from the church so it could rebuild.

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Dayton bought it and eventually constructed a six-story building on that corner lot in downtown Minneapolis.\[1][12]

In 1902, Dayton, looking for tenants, convinced Reuben Simon Goodfellow Company to move its nearby Goodfellow's department store into his newly erected building. Goodfellow retired and sold his interest in the store to Dayton.\[12] The store's name was changed to the Dayton Dry Goods Company in 1903, later being changed to the Dayton Company in 1911. Dayton, who had no prior retail experience yet maintained connections as a banker, held tight control of the company and ran it as a family enterprise. The store was run on strict Presbyterian guidelines, which forbade the selling of alcohol and any kind of business activity—opening the store, advertising, and business travel—on Sundays. It refused to advertise in newspapers that sponsored liquor ads. In 1918, Dayton, who gave away most of his money to charity, founded the Dayton Foundation with $1 million.\[11]

By the 1920s, the Dayton Company was a multi-million dollar business that filled the entire six-story building. In 1923, Dayton's 43-year-old son David died, prompting George to start transferring parts of the business to another son, Nelson Dayton. Right before the Wall Street Crash of 1929, the company made its first expansion by acquiring the Minneapolis-based jeweler J.B. Hudson & Son. Throughout the Great Depression, its jewelry store operated in a net loss, but its department store managed to weather the economic crisis. In 1938, George Dayton died and Nelson Dayton assumed the role of president of the Dayton Company, a $14 million business. Throughout his tenure, the strict Presbyterian guidelines and conservative management style of his father were maintained.\[11]

Throughout World War II, Nelson Dayton's managers focused on keeping the store stocked, which led to an increase in revenue. Consumer goods were generally rare, so shoppers no longer had to be persuaded to buy whatever merchandise was available. When the War Production Board initiated its scrap metal drives, Dayton donated the electric sign on the department store to the local scrap metal heap. In 1944, it offered its workers retirement benefits, becoming one of the first stores in the United States to do so. This was followed by offering them a comprehensive health insurance policy in 1950. In 1946, it started contributing 5% of its taxable income to the Dayton Foundation.\[11]

In 1950, Nelson Dayton died, and his son Donald Dayton assumed the role of president. The Dayton Company was run by Donald and four of his cousins instead of by a single person. This younger team of managers abandoned the Presbyterian guidelines that George and Nelson upheld in favor of secularism, and started selling alcohol and opening the business on Sundays. It favored a more radical, aggressive, innovative, costly, and expansive management style. It acquired the Portland, Oregon-based Lipman's department store company during the 1950s and operated it as a separate division.\[13] In 1956, the Dayton Company opened Southdale Center, a two-level shopping center in the Minneapolis suburb of Edina. Because there were only 113 good shopping days in a year in Minneapolis, the architect decided to build the mall under a cover, and Southdale became the world's first fully enclosed shopping mall. The company became a retail chain with the opening of its second Dayton's department store in Southdale.\[11]

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1962–65: Founding of Target[edit]

Target's original bullseye logo, used from 1962 until 1968

While working for the Dayton company, John F. Geisse developed the concept of upscale discount retailing. On May 1, 1962, the Dayton Company, using Geisse's concepts, opened its first Target discount store located at 1515 West County Road B in the Saint Paul suburb of Roseville, Minnesota. The name “Target” originated from Dayton's publicity director, Stewart K. Widness, and was intended to prevent consumers from associating the new discount store chain with the department store. Douglas Dayton served as the first president of Target. The new subsidiary ended its first year with four units, all in Minnesota. Target Stores lost money in its initial years but reported its first gain in 1965, with sales reaching $39 million, allowing a fifth store to open in Minneapolis.

In 1966, Bruce Dayton launched the B. Dalton Bookseller specialty chain as a Dayton Company subsidiary.[12] Target Stores expanded outside of Minnesota by opening two stores in Denver, Colorado, and sales exceeded $60 million. The next year, the Dayton Corporation was established, and it went public with its first offering of common stock. It opened two more Target stores in Minnesota, resulting in a total of nine units.[citation needed] It also acquired the San Francisco-based jeweler Shreve & Co., which it merged with previously acquired J.B. Hudson & Son to become Dayton Jewelers.[11]

This SuperTarget in Roseville, Minnesota, sits on the site of the first Target store, which opened in 1962 and was torn down and replaced by this much larger store in 2005.

In 1968, Target changed its bullseye logo to a more modern look, and expanded into St. Louis, Missouri, with two new stores. Target's president, Douglas J. Dayton, went back to the parent Dayton Corporation and was succeeded by William A. Hodder, and senior vice president and founder John Geisse left the company. Geisse was later hired by St. Louis-based May Department Stores, where he founded the Venture Stores chain.[14] Target Stores ended the year with 11 units and $130 million in sales. It also acquired the Los Angeles-based Pickwick Book Shops and merged it into B. Dalton Bookseller.

In 1969, it acquired the Boston-based Lechmere electronics and appliances chain that operated in New England, and the Philadelphia-based jewelry chain J.E. Caldwell. It expanded Target Stores into Texas and Oklahoma with six new units and built its first distribution center in Fridley, Minnesota.[15] The Dayton Company also merged with the Detroit-based J.L. Hudson Company that year, to become the Dayton-Hudson Corporation, the 14th largest retailer in the United States, consisting of Target and five major department store chains: Dayton's, Diamond's of Phoenix, Arizona, Hudson's, John A. Brown of Oklahoma City, Oklahoma, and Lipman's. The company offered Dayton-Hudson stock on the New York Stock Exchange. The Dayton Foundation changed its name to the Dayton Hudson Foundation, and Dayton-Hudson maintained its 5% donation of its taxable income to the foundation.[11]

In 1970, Target Stores added seven new units, including two units in Wisconsin, and the 24-unit chain reached $200 million in sales. Daytn-Hudson acquired the Team Electronics specialty

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chain that was headed by Stephen L. Pistner.\[16\] It also acquired the Chicago-based jeweler C.D. Peacock, Inc., and the San Diego-based jeweler J. Jessop and Sons.\[11\]

Target logo used from early 1970s through 2004, but is still used sometimes as a secondary logo. Changes from the original logo are that its brandmark is a single red ring with a red dot in the middle,\[17\] and its wordmark uses the Helvetica typeface.\[18\]

In 1971, Dayton-Hudson acquired sixteen stores from the Arlan's department store chain in Colorado, Iowa, and Oklahoma. Two of those units reopened as Target stores that year. Dayton-Hudson's sales across all its chains surpassed $1 billion, with the Target chain only contributing a fraction to it.\[11\]

In 1972, the other fourteen units from the Arlan's acquisition were reopened as Target stores to make a total of 46 units. As a result of its rapid expansion and the top executives' lack of experience in discount retailing, the chain reported its first decrease in profits since its initial years. Its loss in operational revenue was due to overstocking and carrying goods over multiple years regardless of inventory and storage costs. By then, Dayton-Hudson considered selling off the Target Stores subsidiary.\[14\]

In 1973, Stephen Pistner, who had already revived Team Electronics and would later work for Montgomery Ward and Ames, was named chief executive officer of Target Stores, and Kenneth A. Macke was named Target Stores' senior vice president. The new management marked down merchandise to clean out its overstock and allowed only one new unit to open that year.\[14\]

**1975–82: Target becomes top subsidiary**

In 1975, Target opened two stores, reaching 49 units in nine states and $511 million in sales. That year, the Target discount chain became Dayton-Hudson's top revenue producer.\[14\]

In 1976, Target opened four new units and reached $600 million in sales. Macke was promoted to president and chief executive officer of Target Stores. Inspired by the Dayton Hudson Foundation, the Minneapolis Chamber of Commerce started the 5% Club (now known as the Minnesota Keystone Program) which honored companies that donated 5% of their taxable incomes to charities.\[11\]

In 1977, Target Stores opened seven new units and Stephen Pistner became president of Dayton-Hudson, with Macke succeeding him as chairman and chief executive officer of Target Stores. The senior vice president of Dayton-Hudson, Bruce G. Allbright, moved to Target Stores and succeeded Kenneth Macke as president.

In 1978, the company acquired Mervyns and became the 7th largest general merchandise retailer in the United States. Target Stores opened eight new stores that year, including its first shopping mall anchor store in Grand Forks, North Dakota.\[19\]

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In 1979, it opened 13 new units to a total of 80 Target stores in eleven states. [14] Dayton-Hudson reached $3 billion in sales, with $1.12 billion coming from the Target store chain alone. [11]

In 1980, Dayton-Hudson sold its Lipman's department store chain of six units to Marshall Field's, which rebranded the stores as Frederick & Nelson [13]. That year, Target Stores opened seventeen new units, including expansions into Tennessee and Kansas. It also acquired the Ayr-Way discount retail chain of 40 stores and one distribution center from Indianapolis-based L.S. Ayres & Company.

In 1981, it reopened the stores acquired in the Ayr-Way acquisition as Target stores. Stephen Pistner left the parent company to join Montgomery Ward, and Kenneth Macke succeeded him as president of Dayton-Hudson. [20] Floyd Hall succeeded Kenneth Macke as chairman and chief executive officer of Target Stores. Bruce Allbright left the company to work for Woolworth, where he was named chairman and chief executive officer of Woolco. Bob Ulrich also became president and chief executive officer of Diamond's Department Stores. [21] In addition to the Ayr-Way acquisition, Target Stores expanded by opening fourteen new units and a third distribution center in Little Rock, Arkansas, to a total of 151 units and $2.05 billion in sales. [14]

1982–2000: Nationwide expansion[edit]

Since the launch of Target Stores, the company had focused its expansion in the central United States. In 1982, it expanded into the West Coast market by acquiring 33 FedMart stores in Arizona, California, and Texas and opening a fourth distribution center in Los Angeles. [22] Bruce Allbright returned to Target Stores as its vice chairman and chief administrative officer, and the chain expanded to 167 units and $2.41 billion in sales. It sold the Dayton-Hudson Jewelers subsidiary to Henry Birks & Sons of Montreal. [11]

In 1983, the 33 units acquired from FedMart were reopened as Target stores. It also founded the Plums off-price apparel specialty store chain with four units in the Los Angeles area, with an intended audience of middle-to-upper income women.

In 1984, it sold its Plums chain to Ross Stores after only 11 months of operation, and it sold its Diamond's and John A. Brown department store chains to Dillard's. [23][24][25] Meanwhile, Target Stores added nine new units to a total of 215 stores and $3.55 billion in sales. Floyd Hall left the company and Bruce Allbright succeeded him as chairman and chief executive officer of Target Stores. In May 1984, Bob Ulrich became president of the Dayton-Hudson Department Store Division, and in December 1984 became president of Target Stores. [21]

In 1986, the company acquired fifty Gemco stores from Lucky Stores in California, which made Target Stores the dominant retailer in Southern California, as the chain grew to a total of 246 units. It also opened a fifth distribution center in Pueblo, Colorado. Dayton-Hudson sold the B. Dalton Bookseller chain of several hundred units to Barnes & Noble. [15]

In 1987, the acquired Gemco units reopened as Target units, and Target Stores expanded into Michigan and Nevada, including six new units in Detroit, Michigan, to compete directly against

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Detroit-based Kmart, leading to a total of 317 units in 24 states and $5.3 billion in sales. Bruce Allbright became president of Dayton-Hudson, and Bob Ulrich succeeded him as chairman and chief executive officer of Target Stores.\(^{[21]}\) The Dart Group attempted a takeover bid by aggressively buying its stock.\(^{[26]}\) Kenneth Macke proposed six amendments to Minnesota's 1983 anti-takeover law, and his proposed amendments were passed that summer by the state's legislature. This prevented the Dart Group from being able to call for a shareholders' meeting for the purpose of electing a board that would favor Dart if their bid were to turn hostile.\(^{[27]}\) Dart originally offered $65 a share, and then raised its offer to $68. The stock market crash of October 1987 ended Dart's attempt to take over the company, when Dayton-Hudson stock fell to $28.75 a share the day the market crashed.\(^{[11]}\) Dart's move is estimated to have resulted in an after-tax loss of about $70 million.\(^{[28]}\)

In 1988, Target Stores expanded into the Northwestern United States by opening eight units in Washington and three in Oregon, to a total of 341 units in 27 states. It also opened a distribution center in Sacramento, California, and replaced the existing distribution center in Indianapolis, Indiana, from the Ayr-Way acquisition with a new one.\(^{[14]}\)

In 1989, it expanded by 60 units, especially in the Southeastern United States where it entered Florida, Georgia, North Carolina, and South Carolina, to a total of 399 units in 30 states with $7.51 billion in sales.\(^{[14]}\) This included an acquisition of 31 more stores from Federated Department Stores' Gold Circle and Richway chains in Florida, Georgia, and North Carolina, which were later reopened as Target stores.\(^{[22]}\) It also sold its Lechmere chain that year to a group of investors including Berkshire Partners, a leveraged buy-out firm based in Boston, Massachusetts, eight Lechmere executives, and two local shopping mall executives.\(^{[15]}\)

In 1990, it acquired Marshall Field's from Batus Inc., and Target Stores opened its first Target Greatland general merchandise superstore in Apple Valley, Minnesota. By 1991, Target Stores had opened 43 Target Greatland units, and sales reached $9.01 billion.

In 1992, it created a short-lived chain of apparel specialty stores called Everyday Hero with two stores in Minneapolis.\(^{[22]}\) They attempted to compete against other apparel specialty stores such as Gap by offering private label apparel such as its Merona brand.

In 1993, it created a chain of closeout stores called Smarts for liquidating clearance merchandise, such as private label apparel, that did not appeal to typical closeout chains that were only interested in national brands.\(^{[20]}\) It operated four Smarts units out of former Target stores in Rancho Cucamonga, California, Des Moines, Iowa, El Paso, Texas, and Indianapolis, Indiana, that each closed out merchandise in nearby distribution centers.\(^{[10]}\)

In 1994, Kenneth Macke left the company, and Bob Ulrich succeeded him as the new chairman and CEO of Dayton-Hudson.\(^{[16]}\)

In 1995, Target Stores opened its first SuperTarget hypermarket in Omaha, Nebraska. It also closed the four Smarts units after only two years of operation.\(^{[10]}\) Its store count increased to 670

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with $15.7 billion in sales. It launched the Target Guest Card, the discount retail industry's first store credit card.

In 1996, J.C. Penney Company, Inc., the fifth largest retailer in the United States, offered to buy out Dayton-Hudson, the fourth largest retailer, for $6.82 billion. The offer, which most analysts considered as insufficiently valuing the company, was rebuffed by Dayton-Hudson, saying it preferred to remain independent. Target Stores increased its store count to 736 units in 38 states with $17.8 billion in sales, and remained the company's main area of growth while the other two department store subsidiaries underperformed. The middle scale Mervyn's department store chain consisted of 300 units in 16 states, while the upscale Department Stores Division operated 26 Marshall Field's, 22 Hudson's, and 19 Dayton's stores.

In 1997, both of the Everyday Hero stores were closed. Target's store count rose to 796 units, and sales rose to $20.2 billion. In an effort to turn the department store chains around, Mervyn's closed 35 units, including all of its stores in Florida and Georgia. Marshall Field's sold all of its stores in Texas and closed its store in Milwaukie.

In 1998, Dayton-Hudson acquired Greenspring Company's multi-catalog direct marketing unit, Rivertown Trading Company, from Minnesota Communications Group, and it acquired the Associated Merchandising Corporation, an apparel supplier. Target Stores grew to 851 units and $23.0 billion in sales. The Target Guest Card program had registered nine million accounts.

In 1999, Dayton-Hudson acquired Fedco and its ten stores in a move to expand its SuperTarget operation into Southern California. It reopened six of these stores under the Target brand and sold the other four locations to Wal-Mart, Home Depot, and the Ontario Police Department, and its store count rose to 912 units in 44 states with sales reaching $26.0 billion. Revenue for Dayton-Hudson increased to $33.7 billion, and net income reached $1.14 billion, passing $1 billion for the first time and nearly tripling the 1996 profits of $463 million. This increase in profit was due mainly to the Target chain, which Ulrich had focused on making feature high-quality products for low prices. On September 7, 1999, the company relaunched its Target.com website as an e-commerce site as part of its discount retail division. The site initially offered merchandise that differentiated its stores from its competitors, such as its Michael Graves brand.

2000–11: Target Corporation[edit]

The point of sale in a Target store
Former popup shop Bullseye Bodega in Midtown Manhattan, now a Delta Air Lines ticket office

In January 2000, Dayton-Hudson Corporation changed its name to Target Corporation and its ticker symbol to TGT; by then, between 75 percent and 80 percent of the corporation's total sales and earnings came from Target Stores, while the other four chains—Dayton's, Hudson's, Marshall Field's, and Mervyns—were used to fuel the growth of the discount chain, which expanded to 977 stores in 46 states and sales reached $29.7 billion by the end of the year. It

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also separated its e-commerce operations from its retailing division, and combined it with its Rivertown Trading unit into a stand-alone subsidiary called target.direct. It also started offering the Target Visa, as consumer trends were moving more towards third-party Visa and MasterCards and away from private-label cards such as the Target Guest Card.

In 2001, it launched its online gift registry, and in preparation for this it wanted to operate its upscale Department Stores Division, consisting of 19 Dayton's, 21 Hudson's, and 24 Marshall Field's stores, under a unified department store name. It announced in January that it was renaming its Dayton's and Hudson's stores to Marshall Field's. The name was chosen for multiple reasons: out of the three, Marshall Field's was the most recognizable name in the Department Stores Division, its base in Chicago was bigger than Dayton's base in Minneapolis and Hudson's base in Detroit, Chicago was a major travel hub, and it was the largest chain of the three. Target Stores expanded into Maine, reaching 1,053 units in 47 states and $33.0 billion in sales. Around the same time, the chain made a successful expansion into the Pittsburgh market, where Target capitalized on the collapse of Ames Department Stores that coincidentally happened at the same time as Target's expansion into the area.

In 2002, it expanded to 1,147 units, which included stores in San Leandro, Fremont, and Hayward, California, and sales reached $37.4 billion. Despite the growth of the discount retailer, neither Marshall Field's nor Mervyn's were adding to its store count, and their earnings were consistently declining. Marshall Field's sold two of its stores in Columbus, Ohio, this year.

On June 9, 2004, Target Corporation announced its sale of the Marshall Field's chain to St. Louis-based May Department Stores, which would become effective July 31, 2004. As well, on July 21, 2004, Target Corporation announced the sale of Mervyn's to an investment consortium including Sun Capital Partners, Cerberus Capital Management, and Lubert-Adler/Klaff and Partners, L.P., which was finalized September 2. Target Stores expanded to 1,308 units and reached $46.8 billion USD in sales.

In 2005, Target began operation in Bangalore, India. It reached 1,397 units and $52.6 billion in sales.

In February 2005, Target Corporation took a $65 million charge to change the way it accounted for leases, which would reconcile the way Target depreciated its buildings and calculated rent expense. The adjustment included $10 million for 2004 and $55 million for prior years.

In 2006, Target completed construction of the Robert J. Ulrich Center in Embassy Golf Links in Bangalore, and Target planned to continue its expansion into India with the construction of additional office space at the Mysore Corporate Campus and successfully opened a branch at Mysore. It expanded to 1,488 units, and sales reached $59.4 billion.

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On January 9, 2008, Bob Ulrich announced his plans to retire as CEO, and named Gregg Steinhafel as his successor. Ulrich's retirement was due to Target Corporation policy which requires its high-ranking officers to retire at the age of 65. While his retirement as CEO was effective May 1, he remained the chairman of the board until the end of the 2008 fiscal year.

On March 4, 2009, Target expanded outside of the continental United States for the first time. Two stores were opened simultaneously on the island of Oahu in Hawaii, along with two stores in Alaska. Despite the economic downturn, media reports indicated sizable crowds and brisk sales. The opening of the Hawaii stores leaves Vermont as the only state in which Target does not operate.

In June 2010, Target announced its goal to give $1 billion to education causes and charities by 2015. Target School Library Makeovers is a featured program in this initiative.

In August 2010, after a "lengthy wind-down", Target began a nationwide closing of its remaining 262 garden centers, reportedly due to "stronger competition from home-improvement stores, Walmart and independent garden centers". Also, in September 2010, numerous Target locations began adding a fresh produce department to their stores.[43]

2011–present[edit]

On January 22, 2014, Target "informed workers that it is terminating 475 positions at its offices globally."[44] On March 5, 2014, Target Corp.'s Chief Information Officer Beth Jacob resigned, having been in the role since 2008; this is thought to be due to the company's overhaul of its information security systems.[45]

Target Canada[edit]

On January 13, 2011, Target announced its first ever international expansion, into Canada, when it purchased the leaseholds for up to 220 stores of the Canadian sale chain Zellers, which is owned by the Hudson’s Bay Company. The deal was announced to have been made for 1.8 billion dollars. The stores would continue to operate as Zellers outlets until Target decided which sites it will renovate and rebrand under its name and logo. CEO Gregg Steinhafel stated that 70% of Canadians were familiar with the brand and that 10% of Canadians had shopped at their stores in the past 12 months.[citation needed] The company has also stated that the company wishes to provide Canadians with a "true Target-brand experience", hinting that its product selection in Canada could vary little from that found in its United States stores. Target Canada plans to have at least 100–150 stores opened in Canada by 2013 and 2014. Target currently has 273 Zellers stores.[46]

In the early 1990s Target stores became somewhat of a pioneer in print ads by using adults and children with disabilities in their sales circulars that went to 30 million households in 32 states. Target's vice president of marketing told Marketing News in 1992 that their use of disabled
people in their ads was so successful that they could actually point to specific products that sold much better because a disabled person modeled them.

In addition, the early Target campaign that depicted children with disabilities resulted in about 1,000 supportive letters and generated the company's most successful consumer response at that time, the marketing executive said in 1991. Target then expanded its disability images past wheelchair use to children and teens with Down syndrome, leg braces and artificial limbs.

System of Arrangement: The collection is one series.

Series 1,

Scope and Content: The collection contains seven Target store’s sales circulars containing photographs of disabled models.

The materials are arranged in chronological order.

Acquisition Information: This collection was donated by Jane Doe’s widower, John Doe, 1919; additional materials donated by Jane Doe’s children, 1936.

Access Points

Subject/Names:

Target

Subject/Topical:

Advertising
Fashion
Fashion merchandising
Consumers with disabilities
People with disabilities
Disabilities

Form/Genre:

Advertisements

Occupations:

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