

than not were small and short, under the counter or on shelves, and I saw if it was there. It was, and I had power to which they are not now, being purchasing; sometimes they fear that sophisticated shopkeepers will exploit them. This did not stop them. They could walk around Market six to thirteen feet in width, and I saw the psychology of this approach. The important principle of this approach is service for the customer, and it is

and also another far-reaching policy, to sell incessantly for as wide a range of markets as possible, that could be the only way to achieve low margins of profit, and thus low prices. This pricing policy would be a firm in subsequent years, and would be a firm at relatively low margins of profit, and would be a firm of high quality to be

## ership.

ating five Penny Bazaar, at Birkenhead, all selling under 'penny'. He undertook all the sale and distribution, as well as were appointed to take charge of the economy. In 1892 a war of attrition and by 1894 a war of attrition was becoming too large for him around for a partner to assist, his first business partner's own business was about to fail. He rejected the proposal. He thought he could offer to help, but his friendship had already been strained and temperaments were too sharp and austere to considerate. He had little imagination, with an eye for

economies. His experience in Dewhurst could enable him to put Michael Marks in direct touch with other manufacturers. Most important of all, perhaps, the two men liked and trusted each other.

On the 28th of September 1894 the firm of Marks & Spencer was formed. For his half share in the partnership Spencer paid £300. The two men were from first to last equal partners in the business. Michael Marks was then thirty-one. It was ten years since he had, as a poor immigrant, last wandered about in the Yorkshire countryside with a pedlar's pack. Now he had built up a modest but flourishing business—a considerable achievement for a penniless working immigrant.

A substantial part of Michael Marks' success must be attributed to his personal qualities. He was thrifty, extremely conscientious and hardworking, and in his business dealings appreciated the virtues of simplicity, honesty, and directness. But he had some other qualities which are rarer to encounter. He had a gift of sympathy and imagination which enabled him to appreciate the needs and wants of his working-class customers; it is the kind of gift, as Goronwy Rees pointed out, which can give retailing something of the quality of a social service. He had known suffering and want himself and they aroused his sympathy when he encountered them in others. 'He inspired', as noted by Harry Sacher, a distinguished historian and son-in-law of Michael Marks, 'confidence and affection in even casual acquaintances; he never quarrelled; and he never lost a friend. Withal, he had an unlimited capacity for work and no nonsense or vanity as to the kind of work as long as it was honest and useful.'

The first decade of the newly formed company witnessed spectacular growth both in sales volume and the number of bazaars. By the end of 1900 there were thirty-six branches, of which twenty-four were in market halls and twelve were shops. The majority of these were still concentrated in North England although there were at this time already six branches in the South, including three shops in London. In 1897 the headquarters of the firm were transferred from Wigan to Manchester. In 1903, when the number of branches reached 40, three regional supervisors, or 'stocktakers' as they were called, were appointed. They were based at the head office in Manchester and their duties were to visit the bazaars, take stock and regulate deficiencies, and supervise staff, expenditure and layout of the bazaars.

1903 was a critical year for the company. Business had progressed so far that it was felt that the time had come to transform it into a limited company. In that year the firm of Marks & Spencer Limited was registered. In the same year Thomas Spencer retired; he died 2 years later, at the age of 53. The most immediate effect of Spencer's departure from the business was the immediately increased burden of work upon Michael Marks. It was all the more formidable because of the very rapid expansion of the business. Between 1903 and 1907 another 24 branches were opened. In total, there were more than 60 branches throughout the country by the end of 1907.

# Marks And Spencer Anatomy Of Britains Most Efficiently Managed Company

**John Kay**



## **Marks And Spencer Anatomy Of Britains Most Efficiently Managed Company:**

*Marks & Spencer K. K. Tse, 1985 Marks Spencer anatomy of Britain's most efficiently managed company*      **Retailing :**  
**critical concepts. 3,1. Retail practices and operations** A. M. Findlay, 2002      **Marks & Spencer K. K. Tse, 1985 Marks**  
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Rhodes, James P. Warren, Ruth Carter, 2009-02-04 This wide ranging reader locates supply chain management lean production  
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technology the nature of market competition the national legal framework financial structures employment systems and the mode of entrepreneurship The author identifies two distinct approaches in the two countries the arm s length contractual relation ACR in Britain and the obligational contractual relation OCR in Japan and argues that the trust and interdependence present in the latter can be a powerful springboard from which to achieve corporate success *New Loss Prevention* A. Beck,C. Peacock,2015-12-11 Challenging existing ideas about not only what constitutes retail shrinkage but also the approach that should be adopted to deal with it it critically examines how current approaches to managing shrinkage are at best preventative and how through operational excellence organizations can reduce the impact it has on their profitability

**Singapore Business** ,1985

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