

Request for Reconsideration after Final Action

The table below presents the data as entered.

Input Field	Entered
SERIAL NUMBER	79162427
LAW OFFICE ASSIGNED	LAW OFFICE 113
MARK SECTION	
MARK	http://tmng-al.uspto.gov/resting2/api/img/79162427/large
LITERAL ELEMENT	NORTHWOOD
STANDARD CHARACTERS	YES
USPTO-GENERATED IMAGE	YES
MARK STATEMENT	The mark consists of standard characters, without claim to any particular font style, size or color.
ARGUMENT(S)	
The Applicant's Request for Reconsideration is herein attached via PDF. A Notice of Appeal is being filed along with this Request for Reconsideration.	
EVIDENCE SECTION	
EVIDENCE FILE NAME(S)	
ORIGINAL PDF FILE	evi_70138112167-20160502142939389201_.NORTHWOOD.Exhibit.A.pdf
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ORIGINAL PDF FILE	evi_70138112167-20160502142939389201_.NORTHWOOD_Exhibit_B_.pdf
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DESCRIPTION OF EVIDENCE FILE	Request for Reconsideration; Exhibit A as stated; Exhibit B as stated.
SIGNATURE SECTION	
RESPONSE SIGNATURE	/ewk/
SIGNATORY'S NAME	Elizabeth W. King
SIGNATORY'S POSITION	Attorney for Applicant
SIGNATORY'S PHONE NUMBER	713-800-5706
DATE SIGNED	05/02/2016
AUTHORIZED SIGNATORY	YES
CONCURRENT APPEAL NOTICE FILED	NO
FILING INFORMATION SECTION	
SUBMIT DATE	Mon May 02 14:45:41 EDT 2016
TEAS STAMP	USPTO/RFR-XX.XXX.XXX.XXX- 20160502144541072278-7916 2427-5509a721520d2f156773 07cbc1ac7fa2f25ab77df5f14

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Request for Reconsideration after Final Action

To the Commissioner for Trademarks:

Application serial no. **79162427** NORTHWOOD(Standard Characters, see <http://tmng-al.uspto.gov/resting2/api/img/79162427/large>) has been amended as follows:

ARGUMENT(S)

In response to the substantive refusal(s), please note the following:

The Applicant's Request for Reconsideration is herein attached via PDF. A Notice of Appeal is being filed along with this Request for Reconsideration.

EVIDENCE

Evidence in the nature of Request for Reconsideration; Exhibit A as stated; Exhibit B as stated. has been attached.

Original PDF file:

[evi_70138112167-20160502142939389201_.NORTHWOOD_Exhibit_A_.pdf](#)

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SIGNATURE(S)

Request for Reconsideration Signature

Signature: /ewk/ Date: 05/02/2016

Signatory's Name: Elizabeth W. King

Signatory's Position: Attorney for Applicant

Signatory's Phone Number: 713-800-5706

The signatory has confirmed that he/she is an attorney who is a member in good standing of the bar of the highest court of a U.S. state, which includes the District of Columbia, Puerto Rico, and other federal territories and possessions; and he/she is currently the owner's/holder's attorney or an associate thereof; and to the best of his/her knowledge, if prior to his/her appointment another U.S. attorney or a Canadian attorney/agent not currently associated with his/her company/firm previously represented the owner/holder in this matter: (1) the owner/holder has filed or is concurrently filing a signed revocation of or substitute power of attorney with the USPTO; (2) the USPTO has granted the request of the prior representative to withdraw; (3) the owner/holder has filed a power of attorney appointing him/her in this matter; or (4) the owner's/holder's appointed U.S. attorney or Canadian attorney/agent has filed a power of attorney appointing him/her as an associate attorney in this matter.

The applicant is not filing a Notice of Appeal in conjunction with this Request for Reconsideration.

Serial Number: 79162427

Internet Transmission Date: Mon May 02 14:45:41 EDT 2016

TEAS Stamp: USPTO/RFR-XX.XXX.XXX.XXX-201605021445410

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d4-N/A-N/A-20160502142939389201

Kitchen & Home > Electrics

Sort

Best Matches

refine +



Mini Electric Doughnut Maker

\$44.95



Cuisinart 6-Quart Multi Cooker

\$158.95

Only 3 left in stock - order soon



Capresso Kettle

\$59.95



Pancake Puff Maker

\$34.95



Belgian Waffle Maker

\$49.95



Crepe Maker

\$49.95

Showing 1 - 6 of 6

Sur La Table

From Wikipedia, the free encyclopedia

Sur La Table, Inc. is a privately held American retail company based in Seattle, Washington, that sells kitchenware products, including cookware, cutlery, cooks' tools, small electrics, tabletop and linens, bakeware, glassware and bar, housewares, food and outdoor. As of June 2015, Sur La Table sells products in over 100 stores in 30 states across the country and the District of Columbia, as well as through their web site and catalogs. Cooking classes are available in 59 stores.^[1] The company launched a new website and gift registry program in January 2011. Starting in 2014, Sur La Table has a blog, A Sharp Knife & Salt (<http://blog.surlatable.com/about/>), that consists of articles, videos and recipes. The blog focuses on food, chefs, restaurants and products.^[2] Sur La Table plans to include a kitchen into every new store that they open.

In French, *sur la table* means *on the table*. French pronunciation: [syʁ la tabl]^[3]

History

Shirley Collins founded Sur La Table in 1972, opening a single retail location in Seattle's Pike Place Market. In 1995, Collins sold the company.

Sur La Table is currently owned by Investcorp.^[4] Corporate headquarters are located in Seattle's Georgetown neighborhood. Jack Schwefel, who was the company's chief executive officer until he was removed by Investcorp in September 2014, advocated an expansion policy of opening new stores in lifestyle centers, malls, and on city streets, "with a mix of upscale national brands and creative local merchants, anchored by an upscale or organic-themed grocery store that encourages frequent trips."^[5]

As of 2005, it is the second-largest specialty cookware retailer in the US, after Williams-Sonoma, Inc.^[5]

Many of the stores offer cooking classes,^[6] which serve the dual purpose of teaching kitchen techniques and promoting the sale of Sur La Table's inventory.

References

Sur La Table

	
Type	Private
Industry	Retail
Founded	1972
Headquarters	Seattle, Washington, USA
Number of locations	121
Products	Cookware, bakeware, cutlery, small electrics, cooks tools and housewares.
Owner	Investcorp
Website	http://www.surlatable.com/



Sur La Table's Pike Place location in Seattle, Washington.

1. *Sur La Table* [surlatable.com surlatable.com] Check |url= value (help). Retrieved 19 June 2015. Missing or empty |title= (help)
2. *A Sharp Knife & Salt* <http://blog.surlatable.com/about/>. Retrieved 19 June 2015. Missing or empty |title= (help)
3. *Oxford French Minidictionary*. Oxford University Press. 2002. p. 279. ISBN 0-19-860467-X.
4. Sale of Sur La Table may be recipe for growth (http://seattletimes.nwsouce.com/html/business/technology/2016260891_surlatable21.html)
5. Tice, Carol (June 24, 2005). "A wiser Sur La Table picks its outlets selectively". *Puget Sound Business Journal*.
6. <http://www.surlatable.com/category/Web-Cooking-Root/Cooking-Classes>

External links

- Official website (<http://www.surlatable.com/>)

Retrieved from "https://en.wikipedia.org/w/index.php?title=Sur_La_Table&oldid=689252756"

Categories: Retail companies of the United States | Companies based in Seattle, Washington | Private equity portfolio companies | Pike Place Market | Home decor retailers | Washington (state) stubs

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KITCHENAID 20% OFF ENDS MONDAY >>



DEALS ENDING SOON UP TO 65% OFF >>

ORDERS OVER \$59 SHIP FREE! ENTER SHIPFREE AT CHECKOUT >>

GET IT BY MOTHER'S DAY ORDER BY NOON ET MAY 2: GROUND • MAY 4: 2-DAY EXPRESS • MAY 5: OVERNIGHT

Outdoor Dinnerware

<< Home

Outdoor Dining Collections

- Stars & Stripes
- Nautical
- Hydrangea
- Seaside
- Floreal
- Beverage Jars

OUTDOOR ENTERTAINING

Sort By: Display: View: 24 48 96 per page < Prev | Page: 1 2 3 4 5 6 | Next >

All Outdoor Dinnerware



- Arc International
- Boston International
- Caspari
- Paper Products
- Sur La Table
- Show More Brands

Price

- \$0 - \$25
- \$25 - \$50
- \$50 - \$100
- \$100 - \$200

Customer Rating

- ★★★★★ only
- ★★★★★ & up
- ★★★★☆ & up
- ★★★☆☆ & up

New Items Only

On-Sale Items Only

Color

- Blue
- Clear
- Green
- Grey



Stars and Stripes 12-Piece Outdoor Dinnerware Set
\$100.00
☆☆☆☆☆



Kid's Stars and Stripes 3-Piece Dinnerware Set
\$20.00
☆☆☆☆☆



Stars and Stripes Cereal Bowl
\$8.00
☆☆☆☆☆



Stars and Stripes Dinner Plate
\$10.00
☆☆☆☆☆



Stars and Stripes Pasta Bowl
\$10.00
☆☆☆☆☆



Stars and Stripes Salad Plate
\$8.00
☆☆☆☆☆



Star Appetizer Plates, Set of 4
\$20.00
☆☆☆☆☆



Stars and Stripes Salt and Pepper Shaker Set
\$15.00
☆☆☆☆☆



+ More Sizes Available
Stars and Stripes Serving Platter
\$20.00 - \$30.00



Stars and Stripes Serving Bowl
\$25.00
☆☆☆☆☆



Stars and Stripes Servers, Set of 2
\$10.00



Stars and Stripes Serving Platters, Set of 3
\$30.00

Orange
Purple
Red
White
Yellow

Material

Aluminum
Cast Iron
Ceramic
Glass
Marble
Melamine
Natural Fiber
Paper
Silicone
Stainless Steel
Steel
Stoneware
Wood

Size

12"x9"
18"
69" x 69"
8"x6"
21"
Show More Sizes

☆☆☆☆☆



Stars and Stripes Serving Tray
\$50.00

☆☆☆☆☆

☆☆☆☆☆



Glittery Star Table Scatter
\$15.00

☆☆☆☆☆

☆☆☆☆☆



+ More Sizes Available
Stars and Stripes Jacquard Tablecloth
\$60.00 - \$70.00

☆☆☆☆☆



Stars and Stripes Jacquard Table Runner
\$35.00

☆☆☆☆☆



Flag Beverage Jar
\$50.00

☆☆☆☆☆



Flag Pitcher
\$35.00

☆☆☆☆☆



Flag Double Old Fashioned Glass
\$6.00

☆☆☆☆☆



+ More Sizes Available
Flag Mug
\$8.00 - \$10.00

☆☆☆☆☆



Stars and Stripes Coasters, Set of 4
\$25.00

☆☆☆☆☆



Stars and Stripes Paper Plates, Set of 8
\$8.00

☆☆☆☆☆



Stars and Stripes Paper Cups, Set of 8
\$6.00

☆☆☆☆☆



Stars and Stripes Assorted Paper Straws, Set of 25
\$7.00

☆☆☆☆☆



Stars and Stripes Baker
\$40.00

☆☆☆☆☆



Stars and Stripes Ramekin
\$8.00

☆☆☆☆☆



Stars and Stripes Spoon Rest
\$18.00

☆☆☆☆☆



Stars and Stripes Utensil Crock
\$20.00

☆☆☆☆☆

Stars and Stripes Jacquard Napkins, Set of 4
\$20.00

☆☆☆☆☆

Stars and Stripes Embroidered Cocktail Napkins, Set of 4
\$10.00

☆☆☆☆☆

Stars and Stripes Paper Guest Napkins, Set of 15
\$10.00

☆☆☆☆☆

Stars and Stripes Paper Cocktail Napkins, Set of 20
\$7.00

☆☆☆☆☆



Stars and Stripes Napkin Ring
\$6.00
☆☆☆☆☆



Flag Drink Sleeve
\$8.00
☆☆☆☆☆



Stars and Stripes Cork-Backed Placemats, Set of 4
\$40.00
☆☆☆☆☆



Stars and Stripes Tote Bag
\$18.00
☆☆☆☆☆



+ More Sizes Available
Stars and Stripes Jacquard Kitchen Apron
\$20.00 - \$25.00
☆☆☆☆☆



Stars and Stripes Jacquard Oven Mitt
\$10.00
☆☆☆☆☆



Stars and Stripes Potholder
\$7.00
☆☆☆☆☆



Stars and Stripes Crochet Pot Holder
\$12.00
☆☆☆☆☆



Stars and Stripes Jacquard Kitchen Towel
\$10.00
☆☆☆☆☆



Stars Jacquard Kitchen Towel
\$10.00
☆☆☆☆☆



Fireworks Kitchen Towel
\$10.00
☆☆☆☆☆



Stars and Stripes Rug
\$35.00
☆☆☆☆☆



Stars and Stripes Banner
\$25.00
☆☆☆☆☆



Americana Hanging Star
\$18.00
☆☆☆☆☆



Stars and Stripes Paper Lanterns, Set of 5
\$12.00
☆☆☆☆☆



Stars and Stripes Paper Lantern
\$8.00
☆☆☆☆☆

Sort By: Featured Items

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SLT Experience

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Coordinates: 36°21′51″N 094°12′59″W﻿ / ﻿36.36417°N 94.21639°W﻿ / 36.36417; -94.21639



Walmart

From Wikipedia, the free encyclopedia

Walmart /ˈwɔːlmɑːrt/, is an American multinational retail corporation that operates a chain of hypermarkets, discount department stores and grocery stores. Headquartered in Bentonville, Arkansas, the company was founded by Sam Walton in 1962 and incorporated on October 31, 1969. As of March 31, 2016, Walmart has 11,527 stores and clubs in 27 countries, under a total of 72 banners.^[7] The company operates under the Walmart name in the United States and Canada. It operates as Walmart de México y Centroamérica in Mexico, as Asda in the United Kingdom, as Seiyu in Japan, and as Best Price in India. It has wholly owned operations in Argentina, Brazil, and Canada. It also owns and operates the Sam's Club retail warehouses.^{[7][8]}

Walmart is the world's largest company by revenue, according to the Fortune Global 500 list in 2014, as well as the biggest private employer in the world with 2.2 million employees. Walmart is a family-owned business, as the company is controlled by the Walton family. Sam Walton's heirs own over 50 percent of Walmart through their holding company, Walton Enterprises, and through their individual holdings.^[9] It is also one of the world's most valuable companies by market value,^[10] and is also the largest grocery retailer in the U.S. In 2015, it generated 59.8 percent of its US\$288 billion sales in the U.S. from its grocery business.^[11]

The company was listed on the New York Stock Exchange in 1972. In the late 1980s and early 1990s, the company rose from a regional to a national giant. By 1988, Walmart was the most profitable retailer in the U.S.^[12] and by October 1989, it had become the largest in terms of revenue.^[13] Geographically limited to the South and lower Midwest up to the mid 1980s, by the early 1990s the company's presence spanned from coast to coast—Sam's Club opened in New Jersey in November 1989 and the first California outlet

Walmart Stores, Inc.



Headquarters in Bentonville

Type	Public
Traded as	NYSE: WMT (https://www.nyse.com/quote/XNYS:WMT) Dow Jones Industrial Average Component S&P 500 Component
Industry	Retail
Founded	July 2, 1962 Rogers, Arkansas, U.S.
Founder	Sam Walton
Headquarters	Bentonville, Arkansas, United States
Number of locations	11,527 (March 31, 2016) ^[1]
Area served	Worldwide
Key people	Greg Penner (Chairman) Doug McMillon (President & CEO)

opened in Lancaster in July 1990. A Walmart in York, Pennsylvania opened in October 1990, bringing the main store to the Northeast.^[14]

Walmart's investments outside North America have seen mixed results: its operations in the United Kingdom, South America, and China are highly successful, whereas ventures in Germany and South Korea failed.

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 - 1.1 1945–69: Early years
 - 1.2 1969–90: Incorporation and growth as a regional power
 - 1.3 1990–2005: Retail rise to multinational status
 - 1.4 2005–10: Initiatives
 - 1.5 2011–present: Current developments
- 2 Operating Divisions
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 - 2.1.2 Walmart Discount Store
 - 2.1.3 Walmart Neighborhood Market
 - 2.1.4 Former stores and concepts
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 - 2.2.1.2 Brazil
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 - 2.2.2 Canada and EMEA
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 - 2.2.2.3 Africa
 - 2.2.3 Asia
 - 2.2.4 Setbacks
 - 2.2.5 Corruption charges

Products Electronics, movies and music, home and furniture, home improvement, clothing, footwear, jewelry, toys, health and beauty, pet supplies, sporting goods and fitness, auto, photo finishing, craft supplies, party supplies, grocery.

Revenue ▼ US\$482.13 billion (2015)^[2]

Operating income ▼ US\$24.10 billion (2015)^[2]

Net income ▼ US\$14.69 billion (2015)^[2]

Total assets ▼ US\$199.58 billion (2015)^[2]

Total equity ▼ US\$80.54 billion (2015)^[2]

Owner Walton family (52%)

Number of employees 2.2 million in the World (2015), 1.4 million in U.S. (2015)^[3]

Divisions Walmart U.S.
Walmart International
Sam's Club
Global eCommerce

Subsidiaries Walmart Canada
Walmart Mexico
Walmart Chile
Walmart de México y Centroamérica
@WalmartLabs
Walmart Neighborhood Market
Asda
Amigo Supermarkets
Vudu
Massmart
Seiyu Group
Bompreço
Líder

Slogan *Save Money. Live Better.*

Website Corporate website (<http://corporate.walmart.com/>)
Commercial website (<http://www.walmart.com/>)

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 - 2.4 Global eCommerce
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 - 3.2 Private label brands
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History

1945–69: Early years

In 1945, a businessman and former J. C. Penney employee, Sam Walton, purchased a branch of the Ben Franklin Stores from the Butler Brothers.^[15] His primary focus was on selling products at low prices to get higher-volume sales at a lower profit margin, portraying it as a crusade for the consumer. He experienced setbacks, because the lease price and branch purchase were unusually high, but he was able to find lower-cost suppliers than those used by other stores. He passed on the savings in the product pricing.^[16] Sales increased 45 percent in his first year of ownership to US\$105,000 in revenue, which increased to US\$140,000 the next year and US\$175,000 the year after that. Within the fifth year, the store was generating US\$250,000 in revenue. When the lease for the location expired, Walton was unable to reach an agreement for renewal, so he opened a new store at 105 N. Main Street in Bentonville, naming it "Walton's Five and Dime."^{[16][17]} That store is now the Walmart Museum.^[18]



Sam Walton's original Walton's Five and Dime store in Bentonville, Arkansas now serving as the Walmart Visitor Center

On July 2, 1962, Walton opened the first Walmart Discount City store at 719 W. Walnut Street in Rogers, Arkansas. The building is now occupied by a hardware store and an antique mall, while the company's

"Store #1"—since relocated to a larger discount store and now expanded to a Supercenter—is located several blocks west at 2110 W. Walnut Street. Within its first five years, the company expanded to 24 stores across Arkansas and reached US\$12.6 million in sales.^[20] In 1968, it opened its first stores outside Arkansas, in Sikeston, Missouri and Claremore, Oklahoma.^[21]

1969–90: Incorporation and growth as a regional power

The company was incorporated as **Wal-Mart Stores, Inc.** on October 31, 1969. In 1970, it opened its home office and first distribution center in Bentonville, Arkansas. It had 38 stores operating with 1,500 employees and sales of US\$44.2 million. It began trading stock as a publicly held company on October 1, 1970, and was soon listed on the New York Stock Exchange. The first stock split occurred in May 1971 at a price of \$47. By this time, Walmart was operating in five states: Arkansas, Kansas, Louisiana, Missouri, and Oklahoma; it entered Tennessee in 1973 and Kentucky and Mississippi in 1974. As it moved into Texas in 1975, there were 125 stores with 7,500 employees and total sales of US\$340.3 million.^[21] Walmart opened its first Texas store in Mount Pleasant on November 11, 1975.^[22]

In the 1980s, Walmart continued to grow rapidly, and by its 25th anniversary in 1987, there were 1,198 stores with sales of US\$15.9 billion and 200,000 associates.^[21] This year also marked the completion of the company's satellite network, a US\$24 million investment linking all operating units with the Bentonville office via two-way voice and data transmission and one-way video communication. At the time, it was the largest private satellite network, allowing the corporate office to track inventory and sales and to instantly communicate to stores.^[23] In 1988, Walton stepped down as CEO and was replaced by David Glass.^[24] Walton remained as Chairman of the Board.

In 1988, the first Wal-Mart Supercenter opened in Washington, Missouri.^[25] or ^[26] Thanks to its superstores, it surpassed Toys "R" Us in toy sales in the late-1990s.^[27]

1990–2005: Retail rise to multinational status

While it was the No. 3 retailer in the U.S., Walmart was more profitable than rivals Kmart and Sears by the late 1980s. By 1990, it became the largest U.S. retailer by revenue.^[28]

Prior to the summer of 1990, Walmart had no presence on the West Coast or in the Northeast (except for a single Sam's Club in New Jersey which opened in November 1989), but in July and October



Original logo, 1962–1964



Logo used from 1964–1981



Logo used from 1981–1992



Logo used from 1992–2008



Logo used from 2008–present^[19]



Inside the Walmart Supercenter in West Plains, Missouri

that year, it opened its first stores in California and Pennsylvania, respectively. By the mid-1990s, it was far and away the most powerful retailer in the U.S. and expanded into Mexico in 1991 and Canada in 1994.^[29] Walmart stores opened throughout the rest of the U.S., with Vermont being the last state to get a store in 1995.^[30]

The company also opened stores outside North America, entering South America in 1995 with stores in Argentina and Brazil; and Europe in July 1999, buying ASDA in the United Kingdom for US\$10 billion.^[31]

In 1998, Walmart introduced the Neighborhood Market concept with three stores in Arkansas.^[32] By 2005, estimates indicate that the company controlled about 20 percent of the retail grocery and consumables business.^[33]

In 2000, H. Lee Scott became Walmart's President and CEO, as the company's sales increased to US\$165 billion.^[34] In 2002, it was listed for the first time as America's largest corporation on the Fortune 500 list, with revenues of US\$219.8 billion and profits of US\$6.7 billion. It has remained there every year, except in 2006 and 2009.^{[35][36][37][38][39][40]}

In 2005, Walmart reported US\$312.4 billion in sales, more than 6,200 facilities around the world – including 3,800 stores in the United States and 2,800 elsewhere, employing more than 1.6 million associates. Its U.S. presence grew so rapidly that only small pockets of the country remained more than 60 miles (97 kilometres) from the nearest store.^[41]

As Walmart rapidly expanded into the world's largest corporation, many critics worried about its effect on local communities, particularly small towns with many "mom and pop" stores. There have been several studies on the economic impact of Walmart on small towns and local businesses, jobs, and taxpayers. In one, Kenneth Stone, a Professor of Economics at Iowa State University, found that some small towns can lose almost half of their retail trade within ten years of a Walmart store opening.^[42] However, in another study, he compared the changes to what small town shops had faced in the past – including the development of the railroads, the advent of the Sears Roebuck catalog, as well as the arrival of shopping malls – and concluded that shop owners who adapt to changes in the retail market can thrive after Walmart arrives.^[42] A later study in collaboration with Mississippi State University showed that there are "both positive and negative impacts on existing stores in the area where the new supercenter locates."^[43]

In the aftermath of Hurricane Katrina in September 2005, Walmart used its logistics network to organize a rapid response to the disaster, donating US\$20 million in cash, 1,500 truckloads of merchandise, food for 100,000 meals, as well as the promise of a job for every one of its displaced workers.^[44] An independent study by Steven Horwitz of St. Lawrence University found that Walmart, The Home Depot, and Lowe's made use of their local knowledge about supply chains, infrastructure, decision makers and other resources to provide emergency supplies and reopen stores well before FEMA began its response.^[45] While the company was overall lauded for its quick response – amidst the criticisms of the Federal Emergency Management Agency – several critics were nonetheless quick to point out that there still remain issues with the company's labor relations.^[46]

2005–10: Initiatives

In October 2005, Walmart announced several environmental measures to increase energy efficiency. The

primary goals included spending US\$500 million a year to increase fuel efficiency in Walmart's truck fleet by 25 percent over three years and double it within ten, reduce greenhouse gas emissions by 20 percent in seven years, reduce energy use at stores by 30 percent, and cut solid waste from U.S. stores and Sam's Clubs by 25 percent in three years. CEO Lee Scott said that Walmart's goal was to be a "good steward for the environment" and ultimately use only renewable energy sources and produce zero waste.^[47] The company also designed three new experimental stores with wind turbines, photovoltaic solar panels, biofuel-capable boilers, water-cooled refrigerators, and xeriscape gardens.^[48] Despite much criticism of its environmental record, Walmart took a few steps in what some viewed as a positive direction, which included becoming the biggest seller of organic milk and the biggest buyer of organic cotton in the world, as well as reducing packaging and energy costs.^[49] Walmart also spent nearly a year working with outside consultants to discover the company's total environmental impact and find areas for improvement. Walmart has also recently created its own electric company in Texas, *Texas Retail Energy*, and plans to supply its stores with cheap power purchased at wholesale prices. Through this new venture, the company expects to save \$15 million annually and also to lay the groundwork and infrastructure to sell electricity to Texas consumers in the future.^[50]

In March 2006, Walmart sought to appeal to a more affluent demographic. The company launched a new Supercenter concept in Plano, Texas, intended to compete against stores seen as more upscale and appealing, such as Target.^{[51][52]} The new store has wood floors, wider aisles, a sushi bar, a coffee/sandwich shop with free Wi-Fi Internet access, and more expensive beers, wines, electronics, and other goods. The exterior has a hunter green background behind the Walmart letters, similar to Neighborhood Market by Walmarts, instead of the blue previously used at its supercenters.

On September 12, 2007, Walmart introduced new advertising with the slogan, "*Save money. Live better.*", replacing "*Always Low Prices, Always*", which it had used for the previous 19 years. Global Insight, which conducted the research that supported the ads, found that Walmart's price level reduction resulted in savings for consumers of US\$287 billion in 2006, which equated to US\$957 per person or US\$2,500 per household (up 7.3 percent from the 2004 savings estimate of US\$2,329).^[53]



The exterior of the Walmart discount store in West Hills, Los Angeles, California

On June 30, 2008, Walmart removed the hyphen from its logo and replaced the star with a symbol that resembles a sunburst, flower, or the star in the star of life. The new logo received mixed reviews from design critics, who questioned whether the new logo was as bold as those of competitors, such as the Target bullseye or as instantly recognizable as the previous company logo, which was used for 18 years.^[54] The new logo made its debut on the company's website on July 1, 2008. Walmart's U.S. locations were to update store logos in the fall of 2008, as part of an ongoing evolution of its brand.^[55] Walmart Canada started to adopt the logo for its stores in early 2009.^[56]

On March 20, 2009, Walmart announced that it was paying a combined US\$933.6 million in bonuses to every full and part-time hourly worker.^[57] This in addition to US\$788.8 million in profit sharing, 401(k) pension contributions, hundreds of millions of dollars in merchandise discounts, and contributions to the employees' stock purchase plan.^[58] While the economy at large was in an ongoing recession, the largest retailer in the U.S.

reported solid financial figures for the most recent fiscal year (ending January 31, 2009), with US\$401.2 billion in net sales, a gain of 7.2 percent from the prior year. Income from continuing operations increased 3 percent to US\$13.3 billion, and earnings per share rose 6 percent to US\$3.35.^[59]

On February 22, 2010, the company confirmed it was acquiring video streaming company Vudu, Inc. for an estimated US\$100 million.^[60]

2011–present: Current developments

Walmart's truck fleet logs millions of miles each year, and the company planned to double the fleet's efficiency between 2005 and 2015.^[61] The truck below is one of 15 based at Walmart's Buckeye, Arizona distribution center that was converted to run on a biofuel made from reclaimed cooking grease produced during food preparation at Walmart stores.^[62]



Truck converted to run on biofuel

In January 2011 Walmart announced a program to improve the nutritional value of its store brands over five years, gradually reducing the amount of salt and sugar, and eliminating trans fat. Walmart also promised to negotiate with suppliers with respect to nutritional issues. Reductions in the prices of whole foods and vegetables were also promised as well as efforts to open stores in low-income areas, "food deserts", where there are no supermarkets.^[63]

On April 23, 2011, the company announced that it was testing its new "Walmart To Go" home delivery system where customers will be able to order specific items offered on their website. The initial test was in San Jose, California, and the company has not said whether it will be rolled out nationwide.^[64] On November 14, 2012, Walmart launched their first mail subscription service called Goodies. Customers pay a \$7 monthly subscription for five to eight delivered food samples each month, so they can try new foods.^[65]

In August 2013, the firm announced it was in talks to acquire a majority stake in the Kenya-based supermarket chain, Naivas.^[66]

In June 2014, some Walmart employees went on strike in major U.S. cities demanding higher wages.^[67]

In July 2014, American actor and comedian Tracy Morgan launched a lawsuit against Walmart seeking punitive damages over a multi-car pile-up which the suit alleges was caused by the driver of one of the firm's tractor-trailers who had not slept for 24 hours. Morgan's limousine was apparently hit by the trailer, injuring him and two fellow passengers and killing a fourth, fellow comedian James McNair.^[68]

In 2015, the company closed five stores due to plumbing repairs.^[69] They have since reopened.

On October 14, 2015, Walmart saw its stock fall 10 percent.^[70]

On January 15, 2016, Walmart announced it will close 269 stores in 2016, affecting 16,000 workers.^[71] 154 out of 269 stores earmarked for closure are in the U.S. (150 Walmart U.S. stores, 115 Walmart International stores, and 4 Sam's Clubs) 95 percent of these U.S. stores are located on average, 10 miles from another Walmart store.^[72] The 269 stores represent less than 1 percent of global square footage and revenue. Walmart Express, which all 102 locations are included in the closures, had been in pilot since 2011. In light of these closings, Walmart plans to focus on "strengthening Supercenters, optimizing Neighborhood Markets, growing the e-commerce business and expanding pickup services for customers". In fiscal 2017, the company plans to open between 50 and 60 Supercenters, 85 to 95 Neighborhood Markets, 7 to 10 Sam's Clubs, and 200 to 240 international locations.^[72]

Operating Divisions

Walmart's operations are organized into four divisions: Walmart U.S., Walmart International, Sam's Club and Global eCommerce.^[73] The company offers various retail formats throughout these divisions, including supercenters, supermarkets, hypermarkets, warehouse clubs, cash-and-carry stores, home improvement, specialty electronics, restaurants, apparel stores, drugstores, convenience stores and digital retail.^[7]



Map of Walmart stores in the U.S., as of August 2010

Walmart U.S.

Walmart U.S. is the company's largest division, accounting for \$288 billion, or 59.8 percent of total sales, for fiscal 2015.^[74] It consists of three retail formats that have become commonplace in the United States: Supercenters, Discount Stores, Neighborhood Markets and other small formats. The discount stores sell a variety of mostly non-grocery products, though emphasis has now shifted towards supercenters, which include more groceries. As of March 31, 2016, there are a total of 4,589 Walmart U.S. stores.^[1]

The president and CEO of Walmart U.S. is Greg Foran.^[75]

Walmart Supercenter

Walmart Supercenters, branded as simply "Walmart", are hypermarkets with sizes varying from 69,000 to 260,000 square feet (6,400 to 24,200 square metres), with an average of about 178,000 square feet (16,500 square metres).^[73] These stock general merchandise and a full-service supermarket, including meat and poultry, baked goods, delicatessen, frozen foods, dairy products, garden produce, and fresh seafood. Many Walmart Supercenters also have a garden center, pet shop, pharmacy, Tire & Lube Express, optical center, one-hour photo processing lab, portrait studio, and numerous alcove shops, such as cellular phone stores, hair and nail salons, video rental stores, local bank branches (newer locations have Woodforest National Bank branches), and fast food outlets, usually Subway but sometimes Dunkin' Donuts, McDonald's, Wendy's, Checker's, Auntie Annes, Burger King, Tim Horton's or Blimpie. Many often featured McDonald's stores, but in 2007, Walmart announced it would stop opening McDonald's restaurants at most of their newer stores. Most locations that opened up after the announcement had Subway as their restaurant. Some

McDonald's inside the stores were even replaced with Subway.^[76] And in some Canadian locations a Tim Horton's was opened. Some also sell gasoline distributed by Murphy USA (which spun off from Murphy Oil in 2013), Sunoco, Inc. ("Optima"), Tesoro Corporation ("Mirastar"), USA Gasoline, and even now Walmart-branded gas stations.^[77]

The first Supercenter opened in 1988, in Washington, Missouri. A similar concept, *Hypermart USA*, had opened in Garland, Texas a year earlier. All Hypermart USA stores were later closed or converted into Supercenters.

As of March 31, 2016, there were 3,470 Walmart Supercenters in 49 states, the District of Columbia, and Puerto Rico.^[78] Hawaii is the only state where a Supercenter does not operate. The largest Supercenter in the United States, covering 260,000 square feet (24,000 square metres) and two floors, is located in Crossgates Commons in Albany, New York.^[79] In 2006, the busiest in the world was the one in Rapid City, South Dakota.

The "Supercenter" portion of the name has since been phased out, simply referring to these stores as "Walmart", since the company introduced the new Walmart logo in 2008. The *Supercentre* name is still used in Canada with the opening their 100th store in Canada in 2010^[80] with some of them former Sam's Club locations.

Walmart Discount Store

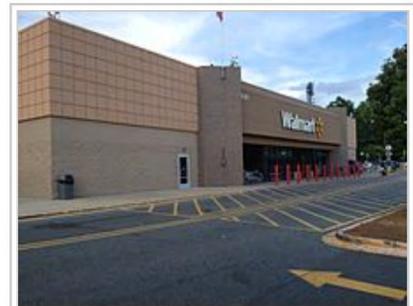
Walmart Discount Stores, also branded as simply "Walmart", are discount department stores with sizes varying from 30,000 to 206,000 square feet (2,800 to 19,100 square metres), with the average store covering about 104,000 square feet (9,700 square metres).^[73] They carry general merchandise and limited groceries. Some newer and remodeled discount stores have an expanded limited grocery department, similar to Target's PFresh department. Many of these stores also feature a garden center, pharmacy, tire & Lube Express, optical center, one-hour photo processing lab, portrait studio, a bank branch, a cell phone store and a fast food outlet, usually Subway or McDonald's or Burger King. Some also have gasoline stations.^[77]

In 1990, Walmart opened its first *Bud's Discount City* location in Bentonville. Bud's operated as a closeout store, much like Big Lots. Many locations were opened to fulfill leases in shopping centers as Walmart stores left and moved into newly built Supercenters. All of the Bud's Discount City stores closed or converted into Walmart Discount Stores by 1997.^[81]

As of March 31, 2016, there were 439 Walmart discount stores in 41 states and Puerto Rico.^[78] Idaho, Montana, Nebraska, North Dakota, South Carolina, South Dakota, Utah, District of Columbia, West Virginia, and Wyoming are the only states and territories where a discount store does not operate.



The exterior of a Walmart Supercenter in Elko, Nevada



The exterior of the Walmart Discount Store in Charlotte, North Carolina

Walmart Neighborhood Market

Walmart Neighborhood Market is a chain of grocery stores with sizes varying from 28,000 to 66,000 square feet (2,600 to 6,100 square metres), with an average size of 42,000 square feet (3,900 square metres).^[73] They are used to fill the gap between supercenters and discount stores, offering a variety of products, including full lines of groceries, pharmaceuticals, health and beauty aids, photo developing services, and a limited selection of general merchandise. The first store opened in 1998, in Bentonville, Arkansas. As of March 31, 2016, there were 647 Walmart Neighborhood Markets.^[78] Neighborhood Markets and other small formats operate in 31 states and Puerto Rico (under the Amigo banner). Alaska, Delaware, Hawaii, Iowa, Maine, Maryland, Massachusetts, Michigan, Minnesota, Montana, New Hampshire, New Jersey, North Dakota, Ohio, Pennsylvania, Rhode Island, South Dakota, Vermont, District of Columbia, and Wyoming are the only states and territories where Neighborhood Markets and other small formats do not operate.

Former stores and concepts

Walmart opened "**Supermercado de Walmart**" locations to appeal to Hispanic communities in the United States.^[82] The first one, a 39,000 square feet (3,600 square metres) store in the Spring Branch area of Houston, opened on April 29, 2009.^[83] The store was a conversion of an existing Walmart Neighborhood Market.^[84] The opening was Walmart's first entry in the Hispanic grocery market in Houston.^[85] In 2009, another Supermercado de Walmart opened in Phoenix, Arizona.^[86] Both the two Supermercado de Walmart locations have closed in 2014.^[87] In 2009, Walmart opened "Mas Club", a warehouse retail operation patterned after Sam's Club. It closed its doors in 2014 with only one store.^[83]

Walmart Express was a chain of smaller discount stores, with a range of services, from groceries to check cashing and gasoline service. The concept was focused on small towns not able to support a larger store, and in large cities where space is at a premium. Walmart planned to build 15 to 20 Walmart Express stores, focusing on Arkansas, North Carolina and Chicago, by the end of its fiscal year in January 2012. As of September 8, 2014 Walmart re-branded all of its Express format stores to Neighborhood Markets in an effort to streamline its retail offer. It continued to open new Express stores under the Neighborhood Market name. As of March 31, 2016, there were 33 small format stores in the United States. These include Amigo, Walmart on Campus, and the first and only Walmart To Go, a gas station/convenience store.^[78] As of January 15, 2016, Walmart announced that it will be closing 269 stores



The exterior of a multi entrance Walmart Discount Store in Bellingham, Washington



Walmart Neighborhood Market in Houston, Texas



2015 photo of a Walmart Express branded as a Walmart Neighborhood Market in Alma, Georgia that closed in 2016

globally, including all 102 U.S. Walmart Express stores, including those branded as Neighborhood Markets.^[88]

Initiatives

In September 2006, Walmart announced a pilot program to sell generic drugs at US\$4 per prescription. The program was launched at stores in the Tampa, Florida area, and expanded to all stores in Florida by January 2007. While the average price of generics is US\$29 per prescription, compared to US\$102 for name-brand drugs, Walmart maintains that it is not selling at a loss, or providing as an act of charity—instead, they are using the same mechanisms of mass distribution that it uses to bring lower prices to other products.^[89] Many of Walmart's low cost generics are imported from India and made by drug makers in the country, including Ranbaxy and Cipla.^[90]

On February 6, 2007, the company launched a "beta" version of a movie download service, which sold about 3,000 films and television episodes from all major studios and television networks.^[91] The service was discontinued on December 21, 2007, due to low sales.^[92]

From 2008 through 2011, Walmart operated a pilot program in the small grocery store concept called *Marketside* in the metropolitan Phoenix, Arizona area. They plan to incorporate what they have learned from this concept into their Walmart Express stores.^[93]

In 2015, Walmart began testing a free grocery pickup service, allowing customers to select products online and choose their pickup time. At the store, a Walmart employee loads the groceries into the customer's car. As of September 2015, the program has expanded to 13 U.S. cities, and the company expects more stores to begin offering this service.^[94]

Walmart International

As of March 31, 2016, Walmart's international operations comprised 6,286 stores^[1] and 800,000 workers in 26 countries outside the United States.^[95] There are wholly owned operations in Argentina, Brazil, Canada, and the UK. With 2.2 million employees worldwide, the company is the largest private employer in the U.S. and Mexico, and one of the largest in Canada.^[5] In fiscal 2015, Walmart's international division sales were US\$136 billion, or 28.2 percent of total sales.^[74] International retail units range from 4,000 to 185,000 square feet (370 to 17,190 square metres), wholesale units range from 35,000 to 70,000 square feet (3,300 to 6,500 square metres) and other units (including drugstores and convenience stores) range up to 2,400 square feet (220 square metres).

Latin America



2009 photo of the now-closed Supermercado de Walmart in Spring Branch, Houston



Walmart international locations. Former locations are shown in red.

There are a total of 4,051 locations in Latin America, which consists of locations in Argentina, Brasil, Chile, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, and Nicaragua.

Argentina

Walmart Argentina was founded in 1995 and, as of March 31, 2016, operates 108 stores under the banners Walmart Supercenter (32 locations), Changomas (51 locations), Changomas Express (10 locations), Mi Changomas (9 locations), and Walmart Supermercado (6 locations).^[96]

Brazil

In 2004, Walmart bought the 118 stores in the Bompreço supermarket chain in northeastern Brazil. In late 2005, it took control of the Brazilian operations of Sonae Distribution Group through its new subsidiary, WMS Supermercados do Brasil, thus acquiring control of the Nacional and Mercadorama supermarket chains, the leaders in the Rio Grande do Sul and Paraná states, respectively. None of these stores were rebranded. As of January 2014, Walmart operated 61 Super-Bompreço stores, 39 Hiper-Bompreço stores. It also ran 57 Walmart Supercenters, 27 Sam's Clubs, and 174 Todo Dia stores. With the acquisition of Bompreço and Sonae, by 2010, Walmart was the



Bompreço in Natal, Brazil

third largest supermarket chain in Brazil, behind Carrefour and Pão de Açúcar.^[97] Walmart Brasil, the operating company, has its head office in Barueri, São Paulo State, and regional offices in Curitiba, Paraná; Porto Alegre, Rio Grande do Sul; Recife, Pernambuco; and Salvador, Bahia.^[98] As of March 31, 2016, Walmart Brasil operates 499 stores under the banners Walmart Supercenter (53 locations), Sam's Club (27 locations), Todo Dia (151 locations), Supermercado Todo Dia (3 locations), HyperMarket (38 locations), SuperMarket (59 locations), Mercadorama (13 locations), BIG (39 locations), Maxxi Atacado (44 locations), Nacional (55 locations), Walmart Posto (14 locations), and Hiper Todo Dia (3 locations).^[99]

Central America

Walmart also owns 51 percent of the Central American Retail Holding Company (CARHCO), which as of March 31, 2016, consists of 219 stores in Guatemala (under the Paiz (31 locations), Walmart Supercenter (9 locations), Despensa Familiar (151 locations), and Maxi Despensa (28 locations) banners),^[100] 90 stores in El Salvador (under the Despensa Familiar (58 locations), La Despensa de Don Juan (20 locations), Walmart Supercenter (4 locations), and Maxi Despensa (8 locations) banners),^[101] 82 stores in Honduras (including the Paiz (7 locations), Walmart Supercenter (2 locations), Despensa Familiar (56 locations), and Maxi Despensa (17 locations) banners),^[102] 88 stores in Nicaragua (including the Pali (63 locations), La Unión (8 locations), Maxi Pali (16 locations), and Walmart Supercenter (1 location) banners),^[103] and 227 stores in Costa Rica (including the Maxi Pali (34 locations), Mas X Menos (34 locations), Walmart Supercenter (8 locations), and Pali (151 locations) banners^[104]),^[105]

Chile

In January 2009, the company acquired a controlling interest in the largest grocer in Chile, Distribución y

Servicio D&S SA.^[106] and ^[107] In 2010, the company was renamed Walmart Chile.^[108] As of March 31, 2016, Walmart Chile operates 378 stores under the banners Lider Hiper (82 locations), Lider Express (81 locations), Superbodega Acuenta (105 locations), Ekono (107 locations), and Central Mayorista (3 locations).^[109]

Mexico

Walmart's Mexico division, the largest outside the U.S., consists of 2,360 stores.^[110] Walmart in Mexico operates Walmart Supercenter (256 locations), Sam's Club (161 locations), Bodega Aurrera (477 locations), Mi Bodega Aurrera (320 locations), Bodega Aurrera Express (923 locations), Superama (95 locations), Suburbia (113 locations), Medimart Farmacia de Walmart (10 locations), and Zona Suburbia (5 locations).

Canada and EMEA

There are a total of 1,429 stores in Canada and Europe, the Middle East and Africa (EMEA), which the latter consists of locations in the United Kingdom, South Africa, Botswana, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Swaziland, Tanzania, Uganda, and Zambia

Canada

Walmart has operated in Canada since it acquired 122 stores comprising the Woolco division of Woolworth Canada, Inc in 1994. As of March 31, 2016, it operates 404 locations (including 317 supercentres and 87 discount stores)^[111] and, as of June 2015, it employs 89,358 people, with a local home office in Mississauga, Ontario.^[112] Walmart Canada's first three Supercentres (spelled as in Canadian English) opened in November 2006 in Hamilton, London, and Aurora, Ontario. The 100th Canadian Supercentre opened in July 2010, in Victoria, British Columbia.

In 2010, Walmart Canada Bank was introduced with the launch of the Walmart Rewards MasterCard.^[113]



Walmart Supercentre in Richmond Hill, Canada

United Kingdom

Walmart's UK subsidiary Asda (which retained its name after being acquired by Walmart) accounted for 42.7 percent of 2006 sales of Walmart's international division. In contrast to the U.S. operations, Asda was originally and still remains primarily a grocery chain, but with a stronger focus on non-food items than most UK supermarket chains other than Tesco. As of March 31, 2016, Asda had 622 stores,^[114] including 147 from the 2010 acquisition of Netto UK. In addition to small suburban Asda Supermarkets, which has 203 locations, larger stores are branded Supercentres, which has 32 locations. Other banners include Asda Superstores (336 locations), Asda Living (33 locations) and Asda Petrol Fueling Stations (18 locations).^{[6][115]} In July 2015, Asda updated its logo featuring the Walmart Asterisks behind the first 'A' in the Logo.

Africa

On September 28, 2010, Walmart announced it would buy Massmart Holdings Ltd. of Johannesburg, South Africa in a deal worth over US\$4 billion giving the company its first footprint in Africa.^[116] As of March 31, 2016, it has 368 stores in South Africa (under the banners Game Foodco (67 locations), CBW (52 locations), Game (50 locations), Builders Express (42 locations), Builders Warehouse (33 locations), Cambridge (32 locations), Dion Wired (24 locations), Rhino (20 locations), Makro (19 locations), Builders Trade Depot (16 locations), Jumbo (7 locations), and Builders Superstore (6 locations)),^[117] 11 stores in Botswana (under the banners CBW (7 locations), Game (2 locations), and Builders Warehouse (2 locations)),^[118] 1 store in Ghana (under the Game banner),^[119] 1 store in Kenya (under the Game Foodco banner),^[120] 3 stores in Lesotho (under the banners CBW (2 locations) and Game (1 location)),^[121] 2 stores in Malawi (under the Game banner),^[122] 6 stores in Mozambique (under the banners Builders Warehouse (3 locations), Game Foodco (2 locations), and CBW (1 location)),^[123] 4 stores in Namibia (under the banners Game Foodco (2 locations), Game (1 location), and CBW (1 location)),^[124] 8 stores in Nigeria (under the banners ValuMart (4 locations), Game (3 locations), and Game Foodco (1 location)),^[125] 1 store in Swaziland (under the CBW banner),^[126] 1 store in Tanzania (under the Game banner),^[127] 1 store in Uganda (under the Game banner),^[128] and 3 stores in Zambia (under the banners Game (2 locations) and Builders Warehouse (1 location)).^[129]



Walmart's UK subsidiary, Asda

Asia

There are currently a total of 799 stores in three Asian countries, China, Japan, and India.

Walmart has joint ventures in China and several majority-owned subsidiaries. As of March 31, 2016, Walmart China (沃尔玛 *Wò'ěrmǎ*)^[130] operates 434 stores under the Walmart Supercenter (400 locations), Sam's Club (12 locations), Neighborhood Market (2 locations), Smart Choice (1 location), and Trust-Mart Hypermarket (19 locations) banners.^[131] In Japan, Walmart owns 100 percent of Seiyu (西友 *Seiyū*) as of 2008.^{[132][133]} As of March 31, 2016, there are 344 stores under the Seiyu Hypermarket (96 locations), Seiyu Supermarket (238 locations), Seiyu General Merchandise (1 location), and Livin (9 locations) banners.^[134]

In February 2012, Walmart announced that the company raises its stake to 51 percent in Chinese online supermarket Yihaodian to tap rising consumer wealth and help the company offer more products. Walmart took full ownership in July 2015.^[135] In November 2006, the company announced a joint venture with Bharti Enterprises to operate in India. As foreign corporations were not allowed to directly enter the retail sector, Walmart operated through franchises and handled the wholesale end.^[136] The partnership involves two joint ventures; Bharti manages the front end involving opening of retail outlets, while Walmart takes care of the back end, such as cold chains and logistics. Walmart operates stores in India under the name Best Price Modern Wholesale.^[137] The first store opened in Amritsar in May 2012. On September 14, 2012, the Government of India approved 51 percent FDI in multi-brand retails, subject to approvals by individual states, effective September 20, 2012.^{[138][139]} Scott Price, Walmart's president and CEO for Asia, told The

Wall Street Journal that the company would be able to start opening Walmart stores in India within two years.^[140] Expansion into India faced some significant problems. In November 2012, Walmart admitted to spending US\$25 million lobbying with the Indian National Congress^[141]—lobbying is conventionally considered bribery in India.^[142] Walmart is conducting an internal investigation into potential violations of the Foreign Corrupt Practices Act.^[143] Bharti Walmart suspended a number of employees, rumored to include its CFO and legal team, to ensure "a complete and thorough investigation."^[144] As of March 31, 2016, there are 21 Best Price locations.^[145]

Setbacks

In the mid-1990s, Walmart tried with a large financial investment to get a foothold in the German retail market. In 1997, Walmart took over the supermarket chain Wertkauf with its 21 stores for DEM750 million^[146] and in 1998, Walmart acquired 74 Interspar stores for DEM1.3 billion.^{[147][148]}

The German market at this point was an oligopoly with high competition among companies which used a similar low price strategy as Walmart. As a result, Walmart's low price strategy yielded no competitive advantage. Also Walmart's corporate culture was not viewed positively among employees and customers, particularly Walmart's "statement of ethics", which restricted relationships between employees and led to a public discussion in the media, resulting in a bad reputation among customers.^{[149][150]}

In July 2006, Walmart announced its withdrawal from Germany due to sustained losses. The stores were sold to the German company Metro during Walmart's fiscal third quarter.^{[132][151]} Walmart did not disclose its losses from its German investment, but they were estimated around €3 billion.^[152]

Corruption charges

An April 2012 investigative report by *The New York Times* reported the allegations of a former executive of Walmart de Mexico that, in September 2005, the company had paid bribes via local fixers to officials throughout Mexico in exchange for construction permits, information, and other favors, which gave Walmart a substantial advantage over competitors.^[153] Walmart investigators found credible evidence that Mexican and American laws had been broken. Concerns were also raised that Walmart executives in the United States had "hushed up" the allegations. A follow-up investigation by *The New York Times*, published December 17, 2012, revealed evidence that regulatory permission for siting, construction, and operation of nineteen stores had been obtained through bribery. There was evidence that a bribe of US\$52,000 was paid to change a zoning map, which enabled the opening of a Walmart store a mile from a historical site in San Juan Teotihuacán in 2004.^[154] After the initial article was released, Walmart released a statement denying the allegations and describing its anti-corruption policy. While an official Walmart report states that they found no evidence of corruption, the article alleges that previous internal reports had indeed turned up such evidence before the story became public.^[155] *Forbes magazine* contributor Adam Hartung also alluded that the bribery scandal was a reflection of Walmart's "serious management and strategy troubles," stating, "[s]candals are now commonplace ... [e]ach scandal points out that Walmart's strategy is harder to navigate and is running into big problems."^[156]

As of December 2012, internal investigations were ongoing into possible violations of the Foreign Corrupt Practices Act.^[157] Walmart has invested US\$99 million on internal investigations, which expanded beyond

Mexico to implicate operations in China, Brazil, and India.^{[158][159]} The case has added fuel to the debate as to whether foreign investment will result in increased prosperity, or if it merely allows local retail trade and economic policy to be taken over by "foreign financial and corporate interests."^{[160][161]}

Sam's Club

Sam's Club is a chain of warehouse clubs that sell groceries and general merchandise, often in bulk. They range from 71,000 to 168,000 square feet (6,600 to 15,600 square metres), with an average size of 134,000 square feet (12,400 square metres). Sam's Clubs are membership warehouse clubs where most customers buy annual memberships. There are three kinds of memberships of Sam's Club: Sam's Plus, Sam's Business and Sam's Savings. Each of these memberships provides customers various benefits and convenience.^[162] However, non-members can make purchases either by buying a one-day membership or paying a surcharge based on the price of the purchase.^[163] Some locations also sell gasoline.^[77] The first Sam's Club opened in 1983 in Midwest City, Oklahoma^[163] under the name "Sam's Wholesale Club".



The Sam's Club store in Maplewood, Missouri

Sam's Club has found a niche market in recent years as a supplier to small businesses. All Sam's Clubs are open early hours exclusively for business members and their old slogan was "We're in Business for Small Business." Their slogan has been "Savings Made Simple" since late 2009, as Sam's Club attempts to attract a more diverse member base.^[163] In March 2009, the company announced that it plans to enter the electronic medical records business by offering a software package to physicians in small practices for US\$25,000. Walmart is partnering with Dell and eClinicalWorks.com in this new venture.^[164]

Sam's Club's sales were US\$58 billion, or 12 percent of total Walmart sales, during fiscal 2015.^[74] As of March 31, 2016, there were 652 Sam's Clubs in 47 states and Puerto Rico.^[1] Oregon, Rhode Island (which that state's only location closed in 2016), Vermont, and the District of Columbia are the only states and territories where a Sam's Club does not operate. Walmart, through Walmart International, also operates 200 international Sam's Clubs, including 161 in Mexico,^[110] 27 in Brazil,^[99] and 12 in China.^[165]

Global eCommerce

Based in San Francisco, California, Walmart's Global eCommerce division provides online retailing for Walmart, Sam's Club, ASDA and all other international brands. There are several locations in the United States located in California and Oregon. They are San Bruno, Sunnyvale, Brisbane, and Portland. Locations outside of the United States include Shanghai (China), Leeds (United Kingdom) and Bangalore (India).

Subsidiaries

Vudu

In February 2010, Walmart agreed to buy Vudu, a Silicon Valley start-up whose online movie service is

being built into an increasing number of televisions and Blu-ray players. Terms of the acquisition were not disclosed, but a person briefed on the deal said the price for the company, which raised US\$60 million in capital, was over US\$100 million.^[166] It is the third most popular online movie service, with a market share of 5.3 percent.^[167]

Private label brands

About 40 percent of products sold in Walmart are private label store brands, which are produced for the company through contracts with manufacturers. Walmart began offering private label brands in 1991, with the launch of Sam's Choice, a line of drinks produced by Cott Beverages for Walmart. Sam's Choice quickly became popular and by 1993, was the third most popular beverage brand in the United States.^[168] Other Walmart brands include Great Value and Equate in the U.S. and Canada and Smart Price in Britain. A 2006 study talked of "the magnitude of mind-share Walmart appears to hold in the shoppers' minds when it comes to the awareness of private label brands and retailers."^[169]

Entertainment

In 2010, the company teamed with Procter & Gamble to produce *Secrets of the Mountain* and *The Jensen Project*, two-hour family movies which featured the characters using Walmart and Procter & Gamble branded products. *The Jensen Project* also featured a preview of a product to be released in several months in Walmart stores.^{[170][171]} A third movie, *A Walk in My Shoes*, also aired in 2010 and a fourth is in production.^[172] Walmart's director of brand marketing also serves as co-chair of the Association of National Advertisers's Alliance for Family Entertainment.^[173]

Corporate affairs

Walmart is headquartered in the Walmart Home Office complex in Bentonville, Arkansas. The company's business model is based on selling a wide variety of general merchandise at low prices.^[7] Doug McMillon became Walmart's CEO on February 1, 2014. McMillon began his Walmart career in warehouses while in high school. He has also worked as the head of Sam's Club and Walmart International.^[174] The company refers to employees as "associates". All Walmart stores in the U.S. and Canada also have designated "greeters" at the entrance, a practice pioneered by Sam Walton and later imitated by other retailers. Greeters are trained to help shoppers find what they want and answer their questions.^[175]

For many years, associates were identified in the store by their signature blue vest, but this practice was discontinued in June 2007 and replaced with khaki pants and polo shirts. The wardrobe change was part of a larger corporate overhaul to increase sales and rejuvenate the company's stock price.^[176] In September 2014 the uniform was again updated to bring back a vest (paid for by the company) for store employees over the same polo's and khaki or black pants paid for by the employee. The vest is navy blue for Walmart employees at Supercenters and discount stores and lime green for Walmart Neighborhood Market employees, both state "Proud Walmart Associate" on the left breast and the "Spark" logo covering the back.^[177] Reportedly one of the main reasons the vest was reintroduced was because some customers had trouble identifying employees.^[178] By requiring employees to wear uniforms that are made up of standard "street wear" Walmart is not required to purchase or reimbursement employees which is required in some states, as long as that clothing can be worn elsewhere. Businesses are only legally required to pay for

branded shirts and pants or clothes that would be difficult to wear outside of work.^[179]

Unlike many other retailers, Walmart does not charge slotting fees to suppliers for their products to appear in the store.^[180] Instead, it focuses on selling more popular products and provides incentives for store managers to drop unpopular products.^[180]

On September 14, 2006, the company announced that it would phase out its layaway program, citing declining use and increased costs.^[181] Layaway ceased on November 19, 2006, and required merchandise pickup by December 8, 2006. Walmart now focuses on other payment options, such as increased use of six- and twelve-month, zero-interest financing. The layaway location in most stores is now used for Walmart's Site-To-Store program, which was introduced in March 2007. This enables *walmart.com* customers to buy goods online with a free shipping option, and have goods shipped to the nearest store for pickup.^[182]



Home Office in Bentonville, Arkansas

Finance and governance

For the fiscal year ending January 31, 2015, Walmart reported net income of US\$17.0 billion on US\$485.7 billion of revenue. The company's international operations accounted for US\$197.7 billion, or 40.7 percent, of sales.^[4] Walmart is the world's 18th largest public corporation, according to the Forbes Global 2000 list, and the largest public corporation when ranked by revenue.^[183]

Walmart is governed by a fifteen-member Board of Directors elected annually by shareholders. Gregory B. Penner, son-in-law of S. Robson Walton and the grandson-in-law of Sam Walton serves as Chairman of the Board. Doug McMillon serves as President and Chief Executive Officer. Members of the board include Aída Álvarez, Jim Breyer, M. Michele Burns, James Cash, Roger Corbett, Douglas Daft, David Glass, Marissa Mayer, Allen Questrom, Arne M. Sorenson, Jim Walton, S. Robson Walton, Christopher J. Williams, and Linda S. Wolf.^{[4][184]}

Notable former members of the board include Hillary Clinton (1985–1992)^[185] and Tom Coughlin (2003–2004), the latter having served as Vice Chairman. Clinton left the board before the 1992 U.S. Presidential Election, and Coughlin left in December 2005 after pleading guilty to wire fraud and tax evasion for stealing hundreds of thousands of dollars from Walmart.^[186] On August 11, 2006, he was sentenced to 27 months home confinement, five years of probation, and ordered to pay US\$411,000 in restitution.^[187]

After Sam Walton's death in 1992, Don Soderquist, Chief Operating Officer and Senior Vice Chairman, became known as the "Keeper of the Culture."^[188]

Competition

In North America, Walmart's primary competitors include department stores like Kmart, Publix, Target,

ShopKo and Meijer, Canada's The Real Canadian Superstore and Giant Tiger, and Mexico's Comercial Mexicana and Soriana. Competitors of Walmart's Sam's Club division are Costco and the smaller BJ's Wholesale Club chain. Walmart's move into the grocery business in the late 1990s also set it against major supermarket chains in both the United States and Canada. Some retail analysts see regional grocery store chain WinCo Foods as serious competition for Walmart.^[189] Several smaller retailers, primarily dollar stores, such as Family Dollar and Dollar General, have been able to find a small niche market and compete successfully against Walmart.^[190] In 2004, Walmart responded by testing its own dollar store concept, a subsection of some stores called "Pennies-n-Cents."^[191]

Walmart also had to face fierce competition in some foreign markets. For example, in Germany it had captured just 2 percent of the German food market following its entry into the market in 1997 and remained "a secondary player" behind Aldi with 19 percent.^[192] Walmart continues to do well in the UK, where its Asda subsidiary is the second largest retailer.^[193]

In May 2006, after entering the South Korean market in 1998, Walmart sold all 16 of its South Korean outlets to Shinsegae, a local retailer, for US\$882 million. Shinsegae re-branded the Walmarts as E-mart stores.^[194]

Walmart struggled to export its brand elsewhere as it rigidly tried to reproduce its model overseas. In China, Walmart hopes to succeed by adapting and doing things preferable to Chinese citizens. For example, it found that Chinese consumers preferred to select their own live fish and seafood; stores began displaying the meat uncovered and installed fish tanks, leading to higher sales.^[195]

Customer base

Walmart customers cite low prices as the most important reason for shopping there.^[196] The average U.S. Walmart customer's income is below the national average, and analysts estimated that more than one-fifth of them lack a bank account; twice the national rate.^[197] A 2006 Walmart report also indicated that Walmart customers are sensitive to higher utility costs and gas prices.^[197] A poll indicated that after the 2004 US Presidential Election, 76 percent of voters who shopped at Walmart once a week voted for George W. Bush, while only 23 percent supported senator John Kerry.^[198] When measured against similar retailers in the U.S., frequent Walmart shoppers were rated the most politically conservative.^[199] Thus, as of 2014, the "majority (54 percent) [of] Americans who prefer shopping at Walmart report that they oppose same-sex marriage, while 40 percent are in favor of it."^[200]



A price of 15 cents on folders and notebooks

Due to its prominence in the Bible Belt, Walmart is known for its "tradition of tailoring its service to churchgoing customers".^{[201][202]} Walmart only carries clean versions of hip-hop audio CDs and in cooperation with The Timothy Plan, places "plastic sheathes over suggestive women's periodicals and banned 'lad mags' such as Maxim" magazine.^{[201][202]} In addition, Walmart also caters to its Christian customer base by selling Christian books and media,^{[201][203]} "such as VeggieTales videos and The Purpose-Driven Life", which earns the company over US\$1 billion annually.^{[203][204]}

In 2006, Walmart took steps to expand its U.S. customer base, announcing a modification in its U.S. stores from a "one-size-fits-all" merchandising strategy to one designed to "reflect each of six demographic groups – African-Americans, the affluent, empty-nesters, Hispanics, suburbanites and rural residents."^[205] Around six months later, it unveiled a new slogan: "*Saving people money so they can live better lives*". This reflects the three main groups into which Walmart categorizes its 200 million customers: "brand aspirationalists" (people with low incomes who are obsessed with names like KitchenAid), "price-sensitive affluents" (wealthier shoppers who love deals), and "value-price shoppers" (people who like low prices and cannot afford much more).^[196] Walmart has also made steps to appeal to more liberal customers, for example, by rejecting the American Family Association's recommendations and carrying the DVD *Brokeback Mountain*, a love story between two gay cowboys in Wyoming.^[206]

Charity

Sam Walton believed that the company's contribution to society was the fact that it operated efficiently, thereby lowering the cost of living for customers, and therefore in that sense was a "powerful force for good", despite his refusal to contribute cash to philanthropic causes.^[207] Having begun to feel that his wealth attracted people who wanted nothing more than a "handout", he explained that while he believed his family had been fortunate and wished to use his wealth to aid worthy causes like education, they could not be expected to "solve every personal problem that comes to [their] attention". He explained later in his autobiography, "We feel very strongly that Wal-Mart really is *not*, and *should not* be, in the charity business," stating "any debit has to be passed along to somebody—either shareholders or our customers."^[208] Since Sam Walton's death in 1992, however, Walmart and the Walmart Foundation dramatically increased charitable giving. For example, in 2005, Walmart donated US\$20 million in cash and merchandise for Hurricane Katrina relief. Today, Walmart's charitable donations approach \$1 billion each year.^[209]

Criticism

Walmart has been subject to criticism from various groups and individuals, including labor unions, community groups, grassroots organizations, religious organizations, environmental groups, and the company's own customers and employees. They have protested against the company's policies and business practices, including charges of racial and gender discrimination.^{[210][211][212]} Other areas of criticism include the company's foreign product sourcing, treatment of suppliers, employee compensation and working conditions, environmental practices, the use of public subsidies, the company's security policies and slavery.^{[213][214]} Walmart denies doing anything wrong and maintains that low prices are the result of efficiency.^{[215][216][217]}

Economic impact

Kenneth Stone, Professor of Economics at Iowa State University, in a paper published in *Farm Foundation* in 1997, found that some small towns can lose almost half of their retail trade within ten years of a Walmart store opening.^[42] He compared the changes to previous competitors small town shops have faced in the past—from the development of the railroads and the Sears Roebuck catalog to shopping malls. He concludes that small towns are more affected by "discount mass merchandiser stores" than larger towns and

that shop owners who adapt to the ever changing retail market can "co-exist and even thrive in this type of environment."^[42]

One study found Walmart's entry into a new market has a profound impact on its competition. When a Walmart opens in a new market, median sales drop 40 percent at similar high-volume stores, 17 percent at supermarkets and 6 percent at drugstores, according to a June 2009 study by researchers at several universities and led by the Tuck School of Business at Dartmouth College.^[218] A Loyola University Chicago study suggested that the impact a Walmart store has on a local business is correlated to its distance from that store. The leader of that study admits that this factor is stronger in smaller towns and doesn't apply to more urban areas saying "It'd be so tough to nail down what's up with Wal-Mart".^[219] These findings are underscored by another study conducted in 2009 by the National Bureau of Economics that showed "large, negative effects" for competing businesses within five to ten miles of the new opening big box retailer. This same study also found that the local retailers experience virtually no benefit.^[220] This particularly contrasts with studies that find that local firms re-invest nearly 63% more of profits in other local businesses compared to chain retailers, as found by the Maine Center of Economic Policy in 2011.^[221]

A 2004 paper by two professors at Pennsylvania State University found that U.S. counties with Walmart stores suffered increased poverty compared with counties without Wal-Marts.^[222] They hypothesized that this could be due to the displacement of workers from higher-paid jobs in the retailers customers no longer choose to patronize, Wal-Mart providing less local charity than the replaced businesses, or a shrinking pool of local leadership and reduced social capital due to a reduced number of local independent businesses.^[222] Dr Raj Patel, author of "Stuffed and Starved: Markets, Power and the Hidden Battle for the World Food System", said in a lecture at the University of Melbourne on September 18, 2007, that a study in Nebraska looked at two different Wal-Marts, the first of which had just arrived and "was in the process of driving everyone else out of business but, to do that, they cut their prices to the bone, very, very low prices". In the other Wal-Mart, "they had successfully destroyed the local economy, there was a sort of economic crater with Wal-Mart in the middle; and, in that community, the prices were 17 percent higher".^[223]

A June 2006 article published by the libertarian Ludwig von Mises Institute suggested that Wal-Mart has a positive impact on small business.^[224] It argued that while Wal-Mart's low prices caused some existing businesses to close, the chain also created new opportunities for other small business, and so "the process of creative destruction unleashed by Wal-Mart has no statistically significant impact on the overall size of the small business sector in the United States."^[225]

The Economic Policy Institute estimates that between 2001 and 2006, Wal-Mart's trade deficit with China alone eliminated nearly 200,000 U.S. jobs.^[226] Another study at the University of Missouri found that a new store increases net retail employment in the county by 100 jobs in the short term, half of which disappear over five years as other retail establishments close.^[227]

A 2005 story in *The Washington Post* reported that "Wal-Mart's discounting on food alone boosts the welfare of American shoppers by at least US\$50 billion per year."^[228] A study in 2005 at the Massachusetts Institute of Technology (MIT) measured the effect on consumer welfare and found that the poorest segment of the population benefits the most from the existence of discount retailers.^[229]

In 2006, American newspaper columnist George Will named Wal-Mart "the most prodigious job-creator in the history of the private sector in this galaxy" and that "[b]y lowering consumer prices, Wal-Mart costs

about 50 retail jobs among competitors *for every 100 jobs Wal-Mart creates*". In terms of economic effects, Will states that "Wal-Mart and its effects save shoppers more than US\$200 billion a year, dwarfing such government programs as food stamps (US\$28.6 billion) and the earned income tax credit (US\$34.6 billion)".^[230]

A 2001 McKinsey Global Institute study of U.S. labor productivity growth between 1995 and 2000 concluded that "Wal-Mart directly and indirectly caused the bulk of the productivity acceleration" in the retail sector.^[231] Robert Solow, a Nobel laureate in economics and an adviser to the study, stated that "[b]y far the most important factor in that [growth] is Wal-Mart."^[232]

A 2014 story in *The Guardian* reported that the Wal-Mart Foundation was boosting its efforts to work with U.S. manufacturers. In February 2014, the Walmart Foundation pledged US\$10 billion to support domestic manufacturers and announced plans to buy US\$250 billion worth of American-made products in the next decade.^[233]

Big data analytics

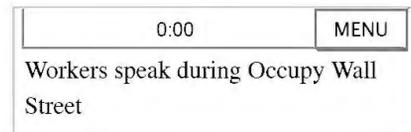
As the largest retailer in the U.S., Walmart collects and analyzes a large amount of consumer data. The big data sets are mined for use in predictive analytics, which allow the company to optimize operations by predicting customer's habits.

In April 2011, Walmart acquired Kosmix to develop software for analyzing real-time data streams. In August 2012, Walmart announced its Polaris search engine.

The amount of data gathered by Walmart has raised privacy concerns.^{[234][235][236]}

Labor relations

With over 2.2 million employees worldwide, Walmart has faced a torrent of lawsuits and issues with regards to its workforce. These issues involve low wages, poor working conditions, inadequate health care, as well as issues involving the company's strong anti-union policies. In November 2013 the National Labor Relations Board (NLRB) announced that it had found that in 13 U.S. states Wal-Mart had pressured employees not to engage in strikes on Black Friday, and had illegally disciplined workers who had engaged in strikes.^[237] Critics point to Walmart's high turnover rate as evidence of an unhappy workforce, although other factors may be involved. Approximately 70 percent of its employees leave within the first year.^[238] Despite this turnover rate, the company is still able to affect unemployment rates. This was found in a study by Oklahoma State University which states, "Walmart is found to have substantially lowered the relative unemployment rates of blacks in those counties where it is present, but to have had only a limited impact on relative incomes after the influences of other socio-economic variables were taken into account."^[239]



Walmart is the largest private employer in the United States, employing almost five times as many people as IBM, the second largest employer.^[240] Walmart employs more African Americans than any other private employer in the United States.^[241]

On February 23, 2015, Walmart announced that it is bumping its minimum wage to \$10 an hour by February 2016.^[242]

Gender and sexual orientation

In 2007, a gender discrimination lawsuit, *Dukes v. Wal-Mart Stores, Inc.*, was filed against Walmart, alleging that female employees were discriminated against in matters regarding pay and promotions. A class action suit was sought, which would have been the nation's largest in history, covering 1.5 million past and current employees.^[243] On June 20, 2011, the United States Supreme Court ruled in Wal-Mart's favor, stating that the plaintiffs did not have enough in common to constitute a class.^[244] The court ruled unanimously that because of the variability of the plaintiffs' circumstances, the class action could not proceed as presented, and furthermore, in a 5–4 decision that it could not proceed as any kind of class action suit.^[245] Several plaintiffs, including the lead plaintiff, Betty Dukes, expressed their intent to file individual discrimination lawsuits separately.^[246]

According to a consultant hired by plaintiffs in a sex discrimination lawsuit, in 2001, Wal-Mart's EEOC filings showed that female employees made up 65 percent of Wal-Mart's hourly paid workforce, but only 33 percent of its management.^{[247][248]} Just 35 percent of its store managers were women, compared to 57 percent at similar retailers.^[248] Wal-Mart says comparisons with other retailers are unfair, because it classifies employees differently; if department managers were included in the totals, women would make up 60 percent of the managerial ranks.^[248] Others have criticized the lawsuit as without basis in the law and as an abuse of the class action mechanism.^{[249][250][251]} In 2007, Wal-Mart was named by the National Association for Female Executives as one of the top 35 companies for Executive Women.^[252]

Wal-Mart's rating on the Human Rights Campaign's Corporate Equality Index, a measure of how companies treat LGBT employees and customers, has increased greatly during the past decade. The company was praised for expanding its anti-discrimination policy protecting gay and lesbian employees,^[253] as well as for a new definition of "family" that included same-sex partners.^{[254][255][256]} However, they have been criticized by the HRC in other areas, such as not renewing its membership in the National Gay and Lesbian Chamber of Commerce.^[257]

In January 2006, Wal-Mart announced that "diversity efforts include new groups of minority, female and gay employees that meet at Wal-Mart headquarters in Bentonville to advise the company on marketing and internal promotion. There are seven Business Resource Groups: women, African-Americans, Hispanics, Asians, Native Americans, Gays and Lesbians, and a disabled group."^[258]

See also

- *Something Wal-Mart This Way Comes* – a 2004 episode of Comedy Central's *South Park*
- *Wal-Mart: The High Cost of Low Price* – a 2005 documentary film by director Robert Greenwald
- Wal-Mart camel – a bone fossil of a prehistoric camel found at a future Wal-Mart store in Mesa, Arizona
- Wal-Mart First Tee Open at Pebble Beach – former name of a golf tournament
- Walmarting – a neologism
- *Why Wal-Mart Works; and Why That Drives Some People C-R-A-Z-Y* – a 2005 rebuttal to the

Greenwald documentary

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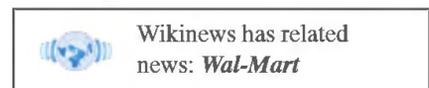
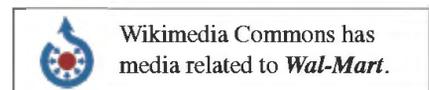
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External links

- Official website (<http://www.walmart.com/>) (Mobile (<http://mobile.walmart.com/>))
- Wal-Mart Stores Corporate Site (<http://corporate.walmart.com/>)
- Business data for Wal-Mart Stores, Inc.: · Hoover's (http://www.hoovers.com/company-information/cs/company-profile/Wal-Mart_Stores_Inc.e82225a6f3c5e3bb.html) · Reuters (<http://www.reuters.com/finance/stocks/overview?symbol=WMT>) · SEC filings (<https://www.sec.gov/cgi-bin/browse-edgar?action=getcompany&CIK=104169>)
- Walmart companies (https://opencorporates.com/corporate_groupings/Walmart) grouped at OpenCorporates



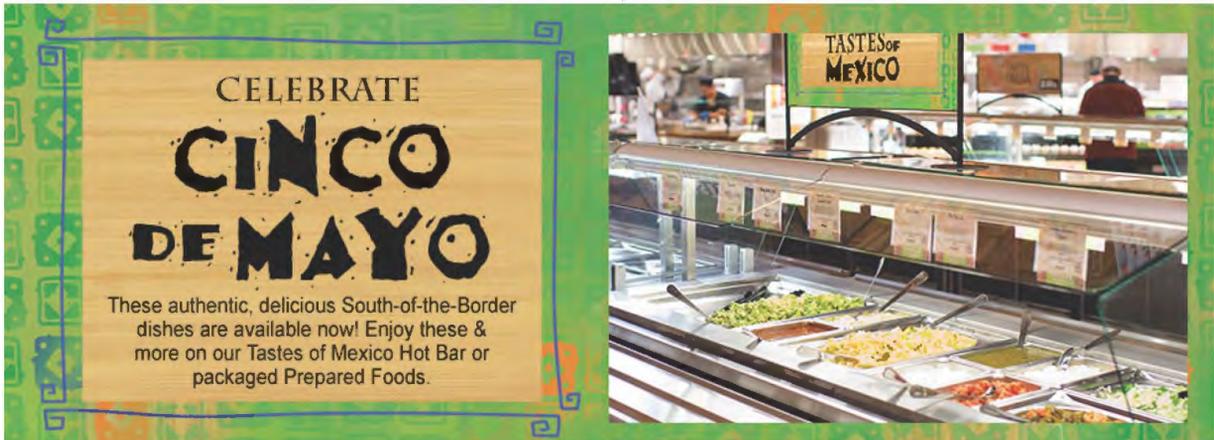
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Categories: Walmart | Discount stores of the United States | Hypermarkets of the United States

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Hannaford Brothers Company

From Wikipedia, the free encyclopedia

Hannaford is a supermarket chain based in Scarborough, Maine.^[3] Founded in Portland, Maine, in 1883, Hannaford operates stores in New England and upstate New York. It was purchased by Delhaize America (a subsidiary of the Belgian Delhaize Group) in 2000.

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- 3 References
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History



Falmouth, ME Hannaford

Hannaford was founded in 1883 by Arthur Hannaford as a small produce store along the Portland, Maine waterfront.^[4] He was joined in

1902 by his brothers, Howard and Edward, and they incorporated Hannaford Bros. Co. By 1920 the company became a leading produce wholesaler in northern New England. Hannaford then relocated to a new five-story warehouse on Cross Street. In 1939,

with the purchase of Tondreau Supermarkets Inc., sponsor of Red & White stores in Maine, Hannaford expanded into the wholesale grocery business. Late in 1944, Hannaford Co. opened its first retail outlet under an equity partnership arrangement with Adjutor Tondreau.^[4]

By 1960, Hannaford Bros. had constructed a 200,000-square-foot (19,000 m²) distribution center in South Portland, Maine to better service more retail stores. With the purchase of 31 Sampson's grocery stores in 1966 as well as the 1967 purchase of Progressive Distributors, Hannaford expanded its retail presence. By 1971, the company's earnings topped \$1 million.^[4]

Hannaford continued to rapidly expand throughout the 1970s and 1980s by opening a chain of Wellby Drug Stores, many of which were incorporated into Shop 'N' Save retail stores. By 1987 the company had spread

Hannaford Brothers Company



Type	Subsidiary
Industry	Retail grocery store
Founded	Portland, Maine (1883)
Headquarters	Scarborough, Maine
Number of locations	189 (2016) ^[1]
Key people	Michael Vail, President ^[2]
Products	Bakery, dairy, deli, floral, frozen foods, grocery, liquor, meat, pharmacy, produce, seafood, snacks, sushi
Owner	Delhaize Group
Website	hannaford.com (http://www.hannaford.com/)

into New York and Massachusetts; that same year sales hit \$1 billion.^[4]

In the 1990s Hannaford began an expansion into the Southeast by purchasing a small Southeastern North Carolina supermarket chain, Wilson's Supermarkets, which served as the foundation of an expansion of Hannaford stores into the Carolinas and Virginia. In 2000, Delhaize America bought Hannaford; the purchase both eliminated an emerging competitor to its Food Lion chain in the Southeast and expanded Delhaize operations into the Northeast.^[4] Some Hannaford locations in North Carolina were sold to Lowes Foods upon the buyout by Delhaize while others were closed. However, the move ended up bringing an even bigger competitor into Food Lion's market when national chain Kroger bought 20 of the redundant stores.



Brunswick, ME Hannaford

The Hannaford name first took over from Shop 'N' Save on private labels in 1996. Five years later, stores in most of Maine, New Hampshire, Massachusetts, and Vermont assumed the name. As of 2006, only a small number of locations continue to use the Shop 'n' Save banner. Independently owned and operated franchises receiving merchandise through Hannaford's wholesale distribution continue to use the Shop 'n' Save name, mainly in smaller communities. In 2001, 5 Grand Union in New York were purchased and converted into Hannaford stores. In 2004, 19 Victory Supermarkets in Massachusetts and New Hampshire were purchased and converted to Hannaford stores.^[4]



Kingston Plaza, NY Hannaford - Formerly Grand Union

In 2006, Hannaford Supermarkets launched Guiding Stars, the first storewide nutrition navigation program. The concept of Guiding Stars was born from extensive consumer research that revealed a desire to live healthier lifestyles, but showed confusion understanding the volume and complexity of the nutrition-related information available in the media, advertisements and on food packaging. The rankings are based on U.S. Department of Agriculture guidelines.^[5]

Delhaize America previously operated 104 Sweetbay Supermarket locations in Florida, which were modeled after Hannaford and sold Hannaford brand products.^[6] These stores were sold by the parent company in 2013 to BI-LO.

Locations

Hannaford Supermarkets are found in Maine (the largest number of its stores), New Hampshire, Vermont, Massachusetts, and eastern upstate New York. Areas outside Maine with a Hannaford presence include Manchester, New Hampshire; Burlington, Vermont; and Albany, New York.

Until 2011 the company regularly marketed numerous products under its own private labels — including products by Richelieu Foods.^[7] The company now uses the Delhaize-standard Home 360 brand.^[8]



Saugus, MA Hannaford

On March 17, 2008, *The Boston Globe* reported that the company's credit-card processing servers had been compromised for three months.^[9] Some 4.2 million credit card numbers were stolen, at least 1,800 of which had been used fraudulently. In August 2009, criminal computer hacker Albert Gonzalez was indicted for the crime.^[10]



Kingston, NY Hannaford

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Livingston, NY Hannaford

External links

- Hannaford Supermarkets homepage (<http://www.hannaford.com/>)

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Categories: Supermarkets of the United States | Companies based in Maine | Retail companies of the United States | Scarborough, Maine | Kroger

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Coordinates: 33°50′39″N 118°00′01″W﻿ / ﻿33.84417°N 118.00028°W﻿ / 33.84417; -118.00028

Knott's Berry Farm

From Wikipedia, the free encyclopedia

Knott's Berry Farm is a 160-acre (65 ha) amusement park in Buena Park, California, owned by Cedar Fair. The 2014 Global Attractions Attendance Report states Knott's Berry Farm is the 13th most visited theme park in North America.^[2] The park employs approximately 10,000 seasonal and full-time employees.^[3] The park features 40 rides including roller coasters, family rides, children's rides, water rides, and historical rides. The park is accessible by public transportation.

The theme park sits on the site of a former berry farm established by Walter Knott, Cordelia Knott, and their family. Beginning around 1920, the Knott family sold berries, berry preserves, and pies from a roadside stand along State Route 39. In 1934, the Knotts began selling fried chicken dinners in a tea room on the property, and the Knotts built several shops and other attractions to entertain visitors. Cordelia Knott's efforts in the Mrs. Knott's Chicken Dinner Restaurant were essential to putting Knott's Berry Farm on the map, and the ensuing crowds prompted the creation of even more tourist attractions. In 1940, Walter Knott began constructing a replica Ghost Town on the property. Knott added several other attractions over the years, and began charging admission to the attractions in 1968. In 1983, Knott's Berry Farm added Camp Snoopy, which began the park's present-day association with the *Peanuts* characters.

In the 1990s, following the deaths of Walter and Cordelia Knott, their children sold the family business; the theme park was sold to Cedar Fair, while the food business was sold to ConAgra Foods, which subsequently sold to J. M. Smucker; Smucker's reduced the range of products but has continued to make jams, jellies and preserves. Cedar Fair has continued to expand the theme park, adding Knott's Soak City in 1999 and adding other rides to the original park.

Contents

- 1 History

Knott's Berry Farm



Slogan	America's 1st Theme Park, California's Best Theme Park
Location	8039 Beach Boulevard Buena Park, California 90620
Coordinates	33°50′39″N 118°00′01″W﻿ / ﻿33.84417°N 118.00028°W﻿ / 33.84417; -118.00028
Owner	Cedar Fair Entertainment Company
General Manager	Raffi Kaprelyan
Opened	1920 ^[1]
Operating season	Year-round
Visitors per annum	3,683,000 in 2014 ^[2]
Area	160 acres (65 ha)
	Rides
Total	40
Roller coasters	10
Water rides	2
Website	http://www.knotts.com

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 - 1.2 New owners
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History

Origin

The theme park sits on the site of a former berry farm established by Walter Knott and his family. Beginning around 1920, the Knott family sold berries, berry preserves, and pies from a roadside stand along State Route 39. In 1934, the Knotts began selling fried chicken dinners in a tea room on the property, later called "Mrs. Knott's Chicken Dinner Restaurant". The dinners soon became a major tourist draw, and the Knotts built several shops and other attractions to entertain visitors while waiting for a seat in the restaurant. In 1940, Walter Knott began constructing a replica Ghost Town on the property, the beginning of the present-day theme park.

The idea of an amusement park really picked up in the 1950s when Walter Knott opened a "summer-long county fair". In 1968, for the first time, an admission price was required to get into the park, originally set at 25 cents. The Calico log ride was added in 1969. On April 12, 1974, Cordelia Knott died. Walter turned his attention toward political causes,^[4]^[5]



Wood carver Andy Anderson with Sad Eye Joe in the Ghost Town area of the park, 1941



Knott's first theme park logo: a prospector, with pack mule.

Roaring Twenties^[6] re-themed Gypsy Camp in the 1970s with the addition of a nostalgic traditional amusement area, Wheeler Dealer Bumper Cars, Knott's Bear-y Tales. Then with the northward expansion of a 1920s-era Knott's Airfield themed area featuring the Cloud 9 Dance Hall, Sky Cabin/Parachute Sky Jump and Motorcycle Chase steeple chase roller coaster above the electric guided rail Gasoline Alley car ride.^[7] The expansion was inspired by the innovative new roller coaster Corkscrew.

Sky Tower was built to support two attractions, the Parachute Sky Jump (now closed) and the Sky Cabin. Parachute Sky Jump boarded one or two standing riders anticipating the thrill of the drop into baskets beneath a faux parachute canopy. From the top, eight arms supported the vertical cable tracks of wire rope which lifted the baskets. The Sky Cabin ringed the support pole with a single floor of seats that are enclosed behind windows. The Sky Cabin ring revolves slowly as it rises to the top and back offering a pleasantly changing vista. Sky Cabin is very sensitive to weather and passenger motion, such as walking, which is prohibited during the trip. During winds 25 mph+ or rain it is closed. When built, Sky Tower was the tallest structure in Orange County (a distinction briefly

held by WindSeeker before its relocation to Worlds of Fun in 2012.) The illuminated "K" in logo script atop the Sky Tower was designated a landmark which prevented Knott's plan of converting the foundation to support WindSeeker.

Corkscrew debuted in 1975 as the first modern-day roller coaster to perform a 360-degree inverting element, twice. It was designed by Arrow Development. Corkscrew is still operating to this day, but was sold and relocated in 1989 to Silverwood in Athol, Idaho. Montezooma's Revenge was later opened in 1978 and remains in operation at Knott's Berry Farm.

Motorcycle Chase – A modernized steeplechase rollercoaster built in 1976 by Arrow Development, featured single motorbike themed vehicles racing side-by-side, each on one of four parallel tracks, launched together.^[7] One or two riders straddled each "Indian motorcycle" attraction vehicle. The tubular steel monorail track closely followed dips and bumps in "the road" and tilted to lean riders about the curves. Gasoline Alley, an electric steel-guiderail car ride below, was built together and intimately intertwined, which enhanced ride-to-ride interaction thrill value.^[8] Rider safety concerns of the high center of gravity coupled with the method of rider restraints caused it to be re-themed Wacky Soap Box Racers with vehicles now attached in four car trains, each car seated two riders, strapped in low (nearly straddling the track), surrounded by the close fitting car sides, and the dips and bumps of the track were straightened flat in 1980. Motorcycle Chase/Wacky Soap Box Racers was removed 1996 for a dueling loop coaster Windjammer Surf Racers and now Xcelerator, a vertical launch coaster, takes its place.

On December 3, 1981, Walter Knott died, survived by his children who would continue to operate Knott's as a family business for another fourteen years.



Presidential candidate former Vice President Richard Nixon and his wife Pat and family visit Knott's Berry Farm, August 16, 1968

In the 1980s, Knott's built the Barn Dance featured Bobbi & Clyde as the house band. It was during the height of the "Urban Cowboy" era. The "Barn Dance" was featured in Knott's TV Commercials.

During the 1980s, Knott's met the competition in Southern California theme parks by theming a new land and building two massive attractions:

- Kingdom of the Dinosaurs (1987) (primeval re-theme of Knott's Bear-y Tales)
- Bigfoot Rapids (1988), a whitewater river rafting ride as the centerpiece of the new themed area Wild Water Wilderness.

The Boomerang roller coaster replaced the Corkscrew^[6] in 1990 with a lift shuttle train passing to and fro through a cobra roll and a vertical loop for six inversions each trip.

Mystery Lodge (1994),^[9] inspired by General Motors "Spirit Lodge" pavilion, was a live show augmented with Peppers Ghost and other special effects, which was among the most popular exhibits at Expo 86 in Vancouver, British Columbia, Canada, which was produced by Bob Rogers of BRC Imagination Arts^[10] and created with the assistance of the Kwagulth Native reserve in Alert Bay, British Columbia.^[11] *Mystery Lodge* recreates a quiet summer night in the village of Alert Bay, British Columbia then guests "move inside" the longhouse and listen to the storyteller weave a tale of the importance of family from the smoke of the bonfire.

The Jaguar! was opened June 17, 1995, to add another roller coaster to the mix of Fiesta Village alongside Montezooma's Revenge.

New owners

In the 1990s, after Walter and Cordelia died, their children decided to sell off their businesses:

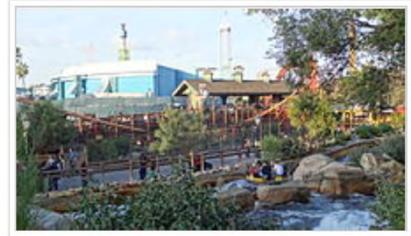
In the late 1990s Cedar Fair acquired the Buena Park Hotel at the corner of Grand Ave. and Crescent. It was then brought up to Radisson Standards and branded Radisson Resort Hotel as a franchise. In 2004, the park renamed the Radisson Resort Hotel the Knott's Berry Farm Resort Hotel.

In 1995, the Knott family sold the food specialty business to ConAgra Foods, which later re-sold the brand to The J.M. Smucker Company in 2008.

In 1997, the Knott family sold the amusement park operations to Cedar Fair Entertainment Company. Initially, the Knotts were given an opportunity to sell the park to The Walt Disney Company. The park would have been amalgamated into the Disneyland Resort and converted into Disney's America, which had previously failed to be built near Washington, D.C. The Knotts refused to sell the park to Disney out of fear most of what Walter Knott had built would be eliminated.

Cedar Fair era to present

Since being acquired by Cedar Fair, the park has seen an aggressive shift towards thrill rides, with the



Big Foot Rapids is located in the Wild Wilderness section of the park.



View of Silver Bullet from Sky Cabin

construction of a number of large roller coasters and the addition of a high-performance Shoot-the-Chutes ride Perilous Plunge. Perilous Plunge had the record of being the tallest and steepest water ride in the world until September 2012 when Knotts Berry Farm closed and demolished the water attraction.^[12] Also, in 2013, Knotts Berry Farm announced that the most popular ride at the park, the Timber Mountain Log Ride, would be closed for a major 5 month refurbishment.

On May 25, 2013, Knotts Berry Farm added three new family rides which replaced the spot of Perilous Plunge. They include: Coast Rider (wild mouse roller coaster), Pacific Scrambler (scrambler ride)

and Surfside Guilders. All three of the rides added to the theme of the Boardwalk. The old bridge which connected the exit of Perilous Plunge and the boardwalk is now used as the entrance to Surfside Guilders and Pacific Scrambler. The Boomerang roller coaster was also repainted to a lime-green color as part of the Boardwalk expansion.

On September 2, 2013, Knotts Berry Farm announced that Windseeker would be closed and removed from the park. After the ride was closed by Cedar Fair for safety inspection, the ride was never cleared to operate. The ride was removed and sent to Worlds of Fun for the 2014 season.

On November 22, 2013, Knotts Berry Farm made a major announcement for the 2014 operating season. The park announced that the famous and historical ride, the Calico Mine Ride, would be closed for a major 6 month refurbishment beginning in January 2014.^[13]

Timeline

- 1920: Ten acres of berry farm land leased by Walter and Cordelia Knott
- 1927: Ten leased acres of berry farm purchased, named Knott's Berry Place
- 1929: Ten more acres purchased
- 1932: Rudolf Boysen gives Walter his last six crossbreed berry plants, as yet unnamed
- 1934: Tea room opens and Cordelia serves the first chicken dinner
- 1940: Living Ghost Town tribute started with free entertainment.
- 1941: 100 more acres of land are added, totals 120.
- 1946: Steakhouse
- 1947: Name change from Knott's Berry Place to Knott's Berry Farm.
- 1948: Bottle House and Music Hall
- 1949: Stagecoach
- 1951: Calico Saloon
- 1952: Ghost Town & Calico Railway.
- 1954: Haunted Shack, Bird Cage Theater



Stagecoach circa 1950, added as the first ride in 1949

- 1955: Dentzel Carousel, Merry-Go-Round Auto Ride (later the Tijuana Taxi), Hunter's Paradise Shootin' Gallery, Model 'T' Children's Ride, Cable Cars
- 1958: Mott's Miniatures

- 1960: Calico Mine Ride.
- 1966: Independence Hall
- 1968: Fence surrounds the park, and admission is charged.
- 1969: Timber Mountain Log Ride; Fiesta Village themed area; Tijuana Taxi (re-themed from Auto Ride); Mexican Whip; Fiesta Wheel; Happy Sombrero.
- 1971: John Wayne Theater (later the Good Time Theater, then the Charles M. Schulz Theater)
- 1973: First annual Knott's Scary Farm Halloween event
- 1974: Wild West Stunt Show replaces Wagon Camp shows.
- 1975: Corkscrew; Bear-y Tales.
- 1976: Motorcycle Chase; Sky Jump; Sky Cabin; Propeller Spin; Loop Trainer Flying Machine; Whirlpool; Gasoline Alley; Whirlwind.
- 1978: Montezooma's Revenge, Old MacDonald's Farm removed, Cable Cars removed
- 1980: Dragon Swing, Wacky Soap Box Racers
- 1983: Barn Dance featured Bobbi & Clyde Country Western Dancing; Camp Snoopy themed area built, forcing removal of Knott's Lagoon and its attractions around a lake which had been built north of Independence Hall, so that a parking area could be relocated.
- 1984: Studio K debuts. The most successful teen dance facility in the nation. Opened with a Dick Clark Special, "Rock Rolls On".
- 1986: Bear-y Tales removed; Tijuana Taxi removed; Fiesta Wheel removed; Mexican Whip removed.
- 1987: Kingdom of the Dinosaurs; Tampico Tumbler; Gran Slammer; Slingshot; Happy Sombrero renamed Mexican Hat Dance.
- 1988: Bigfoot Rapids; Bear-y Tales Funhouse.
- 1989: XK-1; Greased Lighting moved into enclosed building and renamed Whirlwind. Corkscrew removed/ refurbished and moved to Idaho; Propeller Spin removed; Loop Trainer Flying Machine removed.
- 1990: Boomerang built on former site of Corkscrew;
- 1991: Studio K closed.
- 1992: Indian Trails themed area.
- 1994: Mystery Lodge.®
- 1995: Jaguar! added
- 1996: The Boardwalk themed area (retheme of Roaring 20's); HammerHead; Greased Lightning renamed HeadAche; Whirlpool renamed Headspin; Wacky Soap Box Racers with Gasoline Alley removed.
- 1997: Windjammer Surf Racers; Cedar Fair Acquires Knott's; Bear-y Tales Funhouse removed.

- 1998: GhostRider; XK-1 removed; Supreme Scream; Woodstock's Airmail; Slingshot renamed Wave



Knotts Berry Farm Denver & Rio Grand steam locomotive, added as Ghost Town & Calico Railway in 1952



Bud Hurlbut in *Calico Mine Ride* engine, circa 1960

- Swinger; Mexican Hat Dance renamed Hat Dance.
- 1999: Wipeout; Coasters restaurant; Charlie Brown Speedway; Sky Jump removed; HeadAche removed and renamed The Blue Thunder at Miracle Strip Amusement Park; Pacific Pavilion removed; Radisson Resort Knott's Berry Farm.
- 2000: Windjammer Surf Racers closes; Perilous Plunge; Knott's Soak City U.S.A. water park; Haunted Shack removed.
- 2001: VertiGo; Windjammer Surf Racers removed; Wipeout relocated; Headspin relocated and renamed Wilderness Scrambler.
- 2002: Xcelerator added; VertiGo removed
- 2003: Tampico Tumbler removed; Gran Slammer removed; La Revolución; Joe Cool's Gr8 Sk8; HammerHead removed.
- 2004: Silver Bullet; Lucy's Tugboat; Rip Tide and Screamin' Swing opened; Kingdom of the Dinosaurs closed; Church of Reflections relocated to outside of park; Radisson Resort Knott's Berry Farm renamed Knott's Berry Farm Resort Hotel. Grand Sierra Railroad shortened to accommodate *Silver Bullet*.
- 2005: T.G.I. Fridays restaurant (California Marketplace).
- 2006: Pacific Spin (Soak City U.S.A.); Johnny Rockets restaurant; New Perilous Plunge boats put into operation; Walter K Steamboat removed; Woodstock's Airmail relocated.
- 2007: Sierra Sidewinder; Wilderness Scrambler removed.
- 2008: The Pony Express, Peanut's Playhouse removed.

- 2009: Pink's, Remodel and rebrand of Viva La Coasters in the California Marketplace.
- 2010: Snoopy's Starlight Spectacular added/Snoopy's Christmas Spectacular.
- 2011: WindSeeker added
- 2012: Park improvements – replacing area theme music, removing boardwalks and pouring concrete replacements, rebuilding rotted wood structures, keeping open until park closing attractions, restaurants & shops which had previously closed early. More aggressive youth marketing & advertising; Fast Lane, Perilous Plunge closes
- 2013: Boardwalk expansion: Coast Rider; Surfside Gliders; Pacific Scrambler (all replaced Perilous Plunge); WindSeeker removed^[14]®™ ©™
- 2014: Charlie Brown's Kite Flyer; Linus Launcher; Pig Pen's Mud Buggies; Grand Sierra Scenic Railroad, Lucy's Tugboat and Rocky Road Trucking Company rethemed as Grand Sierra Railroad, Rapid River Run and Rocky Mountain Trucking Company; Charlie Brown's, Joe Cool's GR8 SK8, Kingdom of the Dinosaurs, Log Peeler and Snoopy Bounce removed. La Tiendita removed.
- 2015: Voyage to the Iron Reef, Screamin' Swing closed in preparation for removal, GhostRider closed for major refurbishment



GhostRider at night



Coast Rider and Surfside Gliders opened in May 2013 as part of the boardwalk expansion.

Annual park events

The park's annual *Knott's Scary Farm* has drawn crowds since 1973. The idea for this event was presented

at one of the regularly scheduled round table meetings for managers by Patricia Pawson. The actual event was created by Bill Hollingshead, Gary Salisbury, Martha Boyd and Gene Witham, along with other members of the Knott's Berry Farm Entertainment Department as documented in the DVD *Season of Screams*. Initially fake corpses and other static figures were rented from Hollywood prop house, but Bud Hurlbut, the creator/concessionaire of the Mine Ride, Log Ride and other rides at Knott's, decided that this wasn't enough.^[15] He dressed up in a gorilla suit, and started scaring guests on the Mine Ride. Halloween Haunt was an instant hit, and by the next year, the event sold out nightly.^[16] During this special ticketed event, the entire park (or major portions of it) re-themes itself into a "haunted house" style attraction in the form of mazes and "scare zones" in the evening. Over a thousand specially employed monsters are also scattered – often hidden out of view – throughout the park at this time. Some of the characters have become well-known, such as the green witch, which has been portrayed by Charlene Parker since 1983, the longest of any performer.^{[17][18][19][20][21][22][23]} Several attractions are decorated for the event including the Timber Mountain Log Ride and Calico Mine Train and there are 13 mazes of various themes. Elvira (actress Cassandra Peterson) was introduced into the Halloween Event in 1982 and was prominently featured in many Halloween Haunt events until 2001. According to postings on her My Space page, Cassandra was released from her contract by the park's new owners due to their wanting a more family friendly appeal.^[24] although she returned for one night in 2012 for the 40th anniversary of the event and has returned as a regular performer throughout the run of the event for the last several years.^[25] During the month of October, Knott's Scary Farm generates half the revenue for Knott's Berry Farm's fiscal year.



Knott's Scary Farm event

Season of Screams is a DVD produced by an independent company which traces the beginnings of Halloween Haunt and the story behind how it all got started back in 1973. *Season of Screams* also highlights recent Halloween Haunts.

Winter Coaster Solace is an event that takes place in the first or second weekend of March every year when roller coaster enthusiasts can come before the park opens and stay after the park closes to ride the rides and eat at the Chicken Dinner Restaurant. It is intended to provide "solace" to visitors from other parts of the country where theme parks and roller coasters are seasonal, not year-round operations like the Southern California parks. Knott's Berry Farm also used to give attendees behind the scenes tours of the rides.

Every year since 1991, Knott's has offered free admission to veterans and their families during the month of November. Though this was originally started as a tribute to returning Gulf War veterans, they subsequently expanded it to include all veterans and have run it every year since.

A Christmas event known as "Knott's Merry Farm" also happens annually. Previous Merry Farm events have included manufactured snow, handcrafts exhibits, and a visit with Santa Claus. This event was originally created by Gary Salisbury in the Fall of 1985.

Praise (festival) has been a Christian themed celebration presented many years as a mix-in special event of

music and comedy on New Year's Eve.

Current areas and attractions

The park consists of four themed areas:

- Ghost Town
- Fiesta Village
- The Boardwalk
- Camp Snoopy

Ghost Town

Craftsmen in Ghost Town demonstrate the arts of the blacksmith, woodcarver, glass-blower, sign cutter, and spinner.

Demonstrations of narrow gauge railroading and farm equipment hobbyists accompany additional merchant stalls of cottage-craft fairs seasonally at discounted admission which is restricted to Ghost Town only.

Western Trails Museum, relocated between the candy store and the General Store to accommodate Bigfoot Rapids, still features historical western artifacts large and small, from a hand powered horse-drawn fire engine to miniature replica of a borax hauling "Twenty Mule Team" and utensils necessary to survive the prairie and wilderness.



Charlene Parker demonstrating a spinning wheel in Ghost Town, 2011

The Ghost Town area has a few other notable attractions. The Bird Cage Theatre only hosts two seasonal entertainments – during "Knott's Merry Farm," two small productions of "The Gift of the Magi" and "A Christmas Carol," and a Halloween Haunt thrill show. The Calico Stage, a large open-air stage in Calico Square, hosts a variety of shows and acts, big and small, from those of elementary school students, Gallagher, a local band, and the summer-spectacular All Wheels Extreme stunt show featuring youthful performers demonstrating aerial tricks with acrobatics, trampolines, and riding ramps with skates, scooters, skateboards, and freestyle bikes to popular music. Calico Saloon recreates the revelry of music, singing and dancing, with Cameo Kate hosting a variety of acts. Jersey Lily, Judge Roy Bean's combination courthouse/saloon, offers certified comical "genuine illegal hitchin'" alongside pickles, candy, and sports/soft drinks.

Many parts of Ghost Town are forever lost to progress. The conversion of the Silver Dollar Saloon to a shooting gallery, Hunters Paradise shooting gallery to Panda Express and the original Berry Stand, moved several times with its last location now occupied by the Silver Bullet station.

What is left of Ghost Town today was based on Calico ghost town and other real ghost towns in the Western United States such as Prescott, Arizona. Walter Knott inherited his uncle's silver mill and land, then bought more of the actual Calico ghost town in 1951 and developed it. In 1966, he donated that property to the corporate-municipal County of San Bernardino which then made the town of Calico, California into a public historic park, for which it charged an entrance/parking fee. See 'History – Ghost Town – Calico' section

above.

Intensity rating <i>(out of 5)</i> ^[26]									
<input type="checkbox"/>	1 (low)	<input type="checkbox"/>	2 (mild)	<input type="checkbox"/>	3 (moderate)	<input type="checkbox"/>	4 (high)	<input type="checkbox"/>	5 (aggressive)

	Ride	Picture	Opened	Manufacturer	Description
3	Calico Mine Ride		1960 (2014)	Bud Hurlbut	A 2 ft (610 mm) narrow gauge ^[27] mine train and dark ride. Riders board ore cars pulled by battery-powered ^[28] locomotives and journey deep into a faux mining excavation site. The ride closed for refurbishment in January 2014 and reopened on June 14, 2014. ^[29]
1	Ghost Town & Calico Railroad		1952		An authentic 3 ft (914 mm) narrow gauge ^[30] train ride around the park. The ten-minute ride takes guests through the Wild Wilderness area, the Boardwalk area and through Fiesta Village.
5	GhostRider		1998	Custom Coasters International	A wooden roller coaster featuring multiple banked turns.
5	Silver Bullet		2004	Bolliger & Mabillard	An inverted roller coaster.
5	Timber Mountain Log Ride		1969 (2013)	Bud Hurlbut & Arrow Development	A classic themed log flume attraction. The five-minute ride features two major drops, of which the final drop is 42 feet. 1969 (Original opening) May 29, 2013 (Refurbishment grand reopening)
1	Butterfield Stagecoach		1949	Knott's Berry Farm	A family stagecoach ride which takes guests through the areas of Fiesta Village, Camp Snoopy and Indian Trails.

Wild Water Wilderness

Wild Water Wilderness is a section of Ghost Town that features two major rides: the Bigfoot Rapids river rafting adventure, and Pony Express, a horse themed family roller coaster installed in 2008. Nearby Bigfoot Rapids is Rapids Trader, a small merchandise stand. It is also home to Mystery Lodge, a multimedia show

based on an Expo 86 pavilion featuring a Native American storyteller.

	Ride	Picture	Year Opened	Manufacturer	Description
5	Bigfoot Rapids		1988	Intamin	An Intamin family river rafting ride in which riders board circular watercraft and journey down a faux white water river. It is located in the Wild Water Wilderness section of Ghost Town
4	Pony Express		2008	Zamperla	A steel roller coaster in which riders dip, turn and dive while harnessed in vehicles intended to simulate equestrianism. It is located in the Wild Water Wilderness section of Ghost Town

Fiesta Village

Fiesta Village was built in 1969 with a pop-culture Mexican theme. It was the second area constructed after the completion of Ghost Town. Stores like Casa California, restaurants like Pancho's Tacos, La Papa Loca, and La Victoria Cantina, games like Shoot If Yucan, and the themed rides like La Revolución, Jaguar!, and Montezooma's Revenge, along with the former attraction Tampico Tumbler, all contribute to the Mexican and Aztec theme of the area. In 2013 colorful string lights were added for the summer season.

	Ride	Picture	Year opened	Manufacturer	Description
3	Dragon Swing		1980	Chance-Morgan	A swinging pirate ship <i>type gondola ride</i> .
3	Hat Dance		1969		A Teacups type ride. Riders spin sombrero themed cuencos as they rotate on counterrevolutionary turntables. Originally named <i>Happy Sombrero</i>
4	Jaguar!		1995	Zierer	A Steel roller coaster designed specifically for families with young children.
5	La Revolucion		2003	Chance-Morgan	Riders rotate 360-degrees while simultaneously swinging back and forth in a pendulum motion.
2	Merry Go Round		1955	Dentzel Carousel	One of the world's oldest working Dentzel Carousel, this 100-year-old ride still revolves to the strains of its antique Band Organ. Mmenagerie carousel's 48 hand-carved animals including lions, tigers, ostriches, camels, zebras, giraffes, pigs, cats and horses.
5	Montezooma's Revenge		1978	Anton Schwarzkopf	Riders accelerate from 0 to 55 mph (89 km/h) in 4.5 seconds. ^[31]
3	Waveswinger		1987	Zierer	A classic family swing ride. Riders board individual swing sets before orbiting a central tower. Originally named <i>Slingshot</i> . Riders cannot ride if the person's weight is above 230 lbs.

The Boardwalk

Originally themed as Gypsy Camp, and later re-themed to the "Roaring '20s", "Knott's Airfield", then "The Boardwalk", this area is home to the most of Knott's major thrill rides.

Boardwalk Games include physical challenges such as a rock wall, soccer, basketball and a rope ladder crawl. A variety of traditional pitch three balls and win a prize type games, such as squirt gun into clowns mouth, knock off milk bottles, pitch a quarter onto a plate are pitched by hawkers along the Boardwalk Games midway. In September 2012, *Perilous Plunge* closed for an expansion of the Boardwalk. *Perilous Plunge* was noticeably known as one of Knott's major thrill rides. The boardwalk reopened after a year transformation with two flat rides and a new family roller coaster taking the spot of *Perilous Plunge*. The Boomerang roller coaster also got repainted with a new vibrant green and yellow color scheme.

The world's largest Johnny Rockets restaurant franchise is located at Knott's Boardwalk, featuring over 5,900 square feet (550 m²) of indoor dining space for more than 260 guests.



A view of The Boardwalk following its 2013 expansion

	Ride	Picture	Year opened	Manufacturer	Description
5	Boomerang		1990	Vekoma	Boomerang at Knotts Berry Farm in the new boardwalk expansion livery colors. A reverse shuttle roller coaster with a height of 125 feet. It inverts riders six times. Boomerang replaced the 1975 "Roaring '20s" Corkscrew roller coaster (currently located at Silverwood Theme Park).
4	Coast Rider		May 25, 2013	Mack Rides	A steel wild mouse roller coaster. The ride's layout is on the former site of Perilous Plunge.
3	Pacific Scrambler		1989 (2013)	Eli Bridge Company	Originally "Whirlpool" from 1989 to 1996, Pacific Scrambler is a classic scrambler amusement ride. As Whirlpool, it was housed inside a building which featured 'undersea' murals on the walls, musical soundtrack effects, and concert-style lighting effects. With the opening of the Boardwalk expansion, it was renamed and moved to a new location.
2	Sky Cabin		1976	Intamin	A circular Gyro tower 180 feet into the sky, offering riders a panoramic view of the surrounding area. Skycabin takes guests up 180 feet for a scenic view of the park and the surrounding area.
5	Supreme Scream		1998	S&S Worldwide	Supreme Scream features the highest drop in the park. A vertical ascending and descending drop ride. It features 3 Turbo Drop towers.
3	Surfside Gliders		May 25, 2013	Larson International	A Flying Scooters ride with a height of 28 feet. Riders can pilot and move the gliders as it offers them a good view of the Boardwalk area.
2	Voyage to the Iron Reef		2015	Triotech	A 4-D interactive dark ride attraction where riders aim and shoot at animated targets to score points
4	Wheeler Dealer Bumper Cars				A classic family bumper cars attraction.

	Ride	Picture	Year opened	Manufacturer	Description
4	WipeOut		1999	Chance-Morgan	A Chance trabant ride. Riders boarded a circular ride platform which undulated and rotated simultaneously.
5	Xcelerator		2002	Intamin	A launched roller coaster in which riders accelerate from 0 to 82 mph (132 km/h) in 2.3 seconds and climb 20 stories into the air. Xcelerator is currently the tallest roller coaster at Knott's Berry Farm. Pictured is Xcelerator's tower structure. Xcelerator features the park's second highest drop.

Camp Snoopy

Camp Snoopy is home to the park's family and children rides, with many of the rides and attractions being built specifically for children and guests who cannot ride the park's more aggressive attractions. Its theme is Charles M. Schulz' "Peanuts" comic strip characters. Snoopy has been the mascot of Knott's Berry Farm since 1983, and the characters can now be seen at all of Cedar Fair's parks, except Gilroy Gardens, which is managed by Cedar Fair and owned by the city of Gilroy. The 14 rides include a mini roller coaster called the Timberline Twister, a mini-scrambler called the Log Peeler, a Zamperla Rockin' Tug called Lucy's Tugboat, and a steel spinning roller coaster called Sierra Sidewinder. Snoopy Bounce is a small attraction for kids. However it is not considered a ride at the park. For guests who cannot ride the park's more aggressive and thrilled rides, Camp Snoopy contains a good amount of rides for guests of all ages including infants, children, and seniors. With the exception of Sierra Sidewinder and Timberline Twister, the rides are relativity tame and not aggressive.

Knott's Berry Farm also built the Mall of America's indoor theme park, which itself was originally called Camp Snoopy. (In fact, Charles M. Schulz hailed from St. Paul.) However, today the park is no longer affiliated with Knott's or Cedar Fair, and is now called Nickelodeon Universe.



Peanuts cartoonist Charles M. Schulz (center) visits the construction site of "Camp Snoopy" with daughter Jill Schulz, Marion Knott and others, circa 1983

On November 22, 2013, Knott's Berry Farm announced major improvements in the area of Camp Snoopy. Camp Snoopy will receive a makeover as the section is approaching its 30th anniversary. In summer 2014, Knott's Berry Farm will open up new rides in Camp Snoopy.^[13]

The 2 ft (610 mm) narrow gauge^[32] Grand Sierra Scenic Railroad takes guest on a four-minute train ride through the reflection lake. The ride was made shorter with the construction of Silver Bullet.

	Ride	Picture	Opened	Manufacturer
2	Balloon Race		1983	
2	Camp Bus		1992	Zamperla
3	Linus Launcher		2014	Zamperla
2	Charlie Brown's Kite Flyer		2014	Zamperla
1	Grand Sierra Scenic Railroad		Re-Themed 2014	Crown Metal
3	High Sierra Ferris Wheel		1983	Eli Bridge
1	Huff and Puff		1983	
2	Pig Pen's Mud Buggies		2014	Zamperla
2	Rapid River Run		2004 Re-themed 2014	Zamperla
2	Red Baron		1983	Chance-Morgan
1	Rocky Mountain Trucking Company		Re-Themed 2014	Zamperla
4	Sierra Sidewinder		2007	Mack Rides
4	Timberline Twister		1983	Bradley and Kaye

	Ride	Picture	Opened	Manufacturer
2	Woodstock's Airmail		1998	S&S Worldwide

Indian Trails

Located next to the *Bottle House* in Ghost Town, Indian Trails is a small area sandwiched between Camp Snoopy, Ghost Town, and Fiesta Village, showcasing Native American art, crafts, and dance. One ride is located in this area. It is called *Butterfield Stagecoach* which is a family ride where an actual stagecoach take guest on a circular ride through Fiesta Village and Camp Snoopy. It is one of the original rides at the park. The ride was developed directly by the park and it opened in 1949.

Public area

Many of the original attractions are outside the gates of the current-day theme park along Grand Ave. at the California Marketplace, mostly things which would no longer be considered interesting to today's audience, or things which were merely there for decoration. Near the restrooms behind Berry Place are the waterfall overshooting the water wheel and historic gristmill grindstone, a replica of George Washington's Mount Vernon estate fireplace hearth, and what remains of the visible beehive. Some attractions still exist, but have been incorporated into backstage areas, such as the Rock Garden, now an employee smoking area. Other attractions have been removed, such as the historic volcano, and the cross-section of giant sequoia with age rings denoting historic events such as Christopher Columbus visiting America.

East property

The east side of the property, divided by Beach Blvd., features the main parking lot, Knott's Soak City a seasonal water park that requires separate admission, the picnic grounds rental areas, complementary admission to Independence Hall and gift shop, and the Church of Reflections which was moved outside the theme park in 2004 and held non-denominational Sunday services until 2010, but is still used for wedding ceremonies. A tunnel and pedestrian underpass beneath Beach Blvd. connects the main parking lot to the shops, restaurants and theme park.

Former attractions

- Cable Cars – 1955–1979^[33]
- Corkscrew – 1975–1989^[34]
- Fiesta Wheel – 1969–1986
- Gasoline Alley – 1969–1996
- Gran Slammer – 1987–2003
- Hammerhead – 1996–2003
- Haunted Shack – 1954–2000
- Henry's Auto Livery – ?–1980s
- Knott's Bear-y Tales/Kingdom of the Dinosaurs – 1975–2004
- Knott's Lagoon – ?–1983
- Loop Trainer Flying Machine – 1976–1989
- Merry-Go-Round Auto Ride/Tijuana Taxi – 1969–1976
- Mexican Whip – 1969–1986
- Motorcycle Chase/Wacky Soap Box Racers – 1976–1996
- Mott's Miniatures – 1956–1992
- Perilous Plunge – 2000–2012
- Propeller Spin – 1976–1989
- Screamin' Swing - 2005-2015
- Sky Jump – 1976–1999

- Tampico Tumbler – 1987–2003
- VertiGo – 2001–2002
- Walter K. Steamboat – 1969–2004
- Whirlwind/Greased Lightning/HeadAche – 1976–1999
- Windjammer Surf Racers – 1997–2000
- Windseeker – 2011–2013
- XK-1 – 1990–1997

Soak City

Soak City is Knott's Berry Farm's water park. It opened in 1999 as Soak City U.S.A., it requires separate admission from Knott's Berry Farm.

Fast Lane queuing

Fast Lane is Knott's Berry Farm's virtual queue system. For \$50, visitors get a wrist band that enables them to get to the front of the line on 10 of the most popular attractions without queuing.

Food products

The J. M. Smucker Company continues to sell the jam and preserves made famous by the Knott family, however other products such as the syrups have been discontinued due to low demand.^[35]

In November 2013, Knott's Berry Farm began selling their "Berry Market" brand of preserves at the park. The Berry Market brand is all natural and uses the Knott family's original recipe. They are unable to use "Knott's" on the label, since Smucker's owns the rights to the name.

In popular culture

- "Summer School" (1987 film) starring Mark Harmon and Kirstie Alley. Mr. Shoop (Harmon) takes his band of under-achieving students on a field trip to Knott's Berry Farm (among other places) instead of teaching them.^[36]
- *BrainRush* (first aired June 20, 2009), a Cartoon Network TV quiz show was filmed as contestants compete while riding aboard Knott's Berry Farm roller-coasters.^[37]

Attendance

2008	2009	2010	2011	2012	2013	2014
3,565,000 ^[38]	3,333,000 ^[39]	3,600,000 ^[40]	3,654,000 ^[40]	3,508,000 ^[41]	3,683,000 ^[41]	3,683,001 ^[2]

See also

- Disneyland
- Walt Disney World
- Six Flags

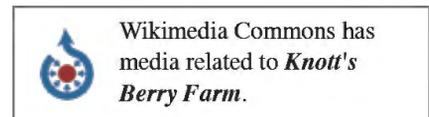
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External links

- Official website (http://www.knotts.com/)
- Knott's Berry Farm (http://rcdb.com/4546.htm) at the Roller Coaster DataBase



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Meijer

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Meijer, Inc. (/ˈmaɪ.ər/) is a regional American big-box store chain with its corporate headquarters in Walker, Michigan, in the Grand Rapids metropolitan area.^{[3][4]} Founded in 1934 as a supermarket chain, Meijer is credited with pioneering the modern supercenter concept in 1962. About half of the company's 200 stores are located in Michigan's Lower Peninsula, with additional locations in Illinois, Indiana, Ohio, Wisconsin, and Kentucky. Meijer has no affiliation with Fred Meyer. The chain was ranked No. 19 on Forbes' 2014 list of "America's Largest Private Companies"^[5] and 19 in Fortune's 2008 "The 35 largest U.S. private companies".^[6] *Supermarket News* ranked Meijer No. 12 in the 2007 "Top 75 North American Food Retailers" based on 2006 fiscal year estimated sales of \$13.2 billion.^[7] Based on 2013 revenue, Meijer is the 27th-largest retailer in the United States.^[8]

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History

Meijer was founded as Meijer's in Greenville, Michigan

Meijer, Inc.



Type	Private
Industry	Retail (Grocery & Discount)
Founded	Greenville, Michigan (1934)
Founder	Hendrik Meijer
Headquarters	Walker, Michigan, U.S. (Grand Rapids, Michigan mailing address)
Number of locations	Stores: 224 Gas stations: 195 C-Stops: 2 Car washes: 2 Distribution facility complexes: 6 Manufacturing facilities: 6
Area served	Michigan, Indiana, Illinois, Ohio, Kentucky, Wisconsin ^[1]
Key people	Frederik Meijer, Former Chairman Emeritus Hank Meijer, Co-CEO, Co-Chair Doug Meijer, Co-Chair Rick Keyes, President ^[2]
Products	Groceries, clothing, footwear, gasoline, sporting clothing, bedding, furniture, jewelry, health and beauty products, toys, sporting equipment, electronics, housewares and pet supplies
Revenue	▲ US\$ 15.8 B (2015)
Number of employees	72,200
Slogan	"There's More at Meijer"
Website	www.meijer.com (http://www.meijer.com)

by Hendrik Meijer, a Dutch immigrant. Meijer was a local barber who entered the grocery business during the Great Depression. His first employees included his 14-year-old son, Frederik Meijer, who later became chairman of the company. The current co-chairmen, brothers Hank and Doug Meijer, are Hendrik's grandsons. After studying trends in the grocery industry, Meijer was among the first stores to offer self-service shopping and shopping carts. He also offered staple items, such as vinegar, at bargain prices.^[9]

The Greenville store went successfully, and additional Meijer groceries were opened in Ionia and Cedar Springs. By the 1960s, the company had over two dozen stores located throughout West Michigan.

In 1949, the first two Meijer stores opened in Grand Rapids, MI. "In a contest, a customer suggests the name "Thrifty" for Meijer's little Dutch boy, who becomes the corporate symbol for the next 30 years."

In 1962, the modern format of Meijer was started, with a store at the corner of 28th Street and Kalamazoo Avenue in Grand Rapids, Michigan. At a size of 180,000 square feet (17,000 m²),^[10] it combined grocery shopping and department store shopping in a single large store. The store was built with six-inch (152-mm) thick floors, so should the concept fail, the nongrocery half could be converted into an indoor car dealership. New stores were built in the same manner until the mid-1970s, when an architect mentioned the extra cost to management.^[9] The second such store opened in Norton Shores later that year, followed by two more in 1964, one on Alpine Avenue in Walker, Michigan and one on Westnedge Avenue in Portage, Michigan.^[11] This was followed by the first Mid-Michigan location in Delta Charter Township, Michigan in 1966 and the first Metro Detroit store in Ypsilanti, Michigan in 1972.

The Thrifty Acres stores, now under the leadership of Fred Meijer, became a success and were renamed Meijer in 1986. Meijer's stand-alone grocery operations continued until the early 1990s, as the larger stores became dominant. In 1985, *Forbes* magazine reported Wal-Mart at the time had failed in what were then known as hypermarkets because Sam Walton and company did not understand the grocery business.

Walton launched the first Hypermart USA store in 1987, opening only four stores, the last in 1990. An article in *Forbes Magazine* said Meijer understood the importance of the food business, and it was not something just tacked onto a discount store. The quality of the produce is very important; poor-quality produce sold by Wal-Mart was the main reason for their lack of success. By contrast, surveys said then and now that Meijer ranks high on produce quality.^[12]



Meijer's former logo, used from 1983 to July 11, 2004

With the increasing dominance of Wal-Mart throughout the country during the 1990s and up to the present, Meijer is facing the effects of an intensely competitive retail industry. In late 2003, the company laid off 350 people from the corporate offices, distribution centers and field offices; a few months later, in January 2004, Meijer laid off 1,896 employees and managerial staff,^[13] leading to speculation that the company was losing profitability and market share. A marketing professor, Dr. Ben Rudolph of Grand Valley State University near Meijer's corporate headquarters, lambasted this move, saying they



A Meijer in Midland, Michigan. This store has since been remodeled into a newer exterior design.

"apparently blinked" and that Meijer's "decision was driven by panic".^[14] Continuing cutbacks in 2006, the company outsourced 81 information technology positions to India.^[15]

In 2003, the company announced that all new Meijer stores would feature an entirely new format and company image, complete with a new logo intended to make the Meijer stores seem "friendly" and inviting. The company hired New York City's Rockwell Group to redesign the existing stores and establish a design for new stores. The "new theatrics" for the then-71-year-old company originally started as a "new product introduction program" until David Rockwell talked Hank and Fred Meijer into further changes. Rockwell told the Meijers the new introduction program would "work only if it was part of a new overall creative foundation based on a fresher, younger approach, encompassing architecture, interior design, and graphic design".^[16] Despite recent cutbacks, Meijer has been embarking on a new expansion plan that will increase its number of stores in Illinois, Michigan, and Ohio. In April 2003, Meijer selected DeVito/Verdi, an award winning advertising agency in New York, to handle its \$25-million account.^[17]

In May 2007, the first LEED-certified Meijer store opened in the second phase of the Fairlane Green development in Allen Park, Michigan. In July 2007, Meijer announced to the Michigan press it would be "restructuring" its Team Leader management positions in all 181 stores, stating layoffs would be "minimal" and necessary "to handle more sophisticated products such as flat-screen TVs and high-priced wines". Their spokesperson also said the changes were "not about a labor reduction", but fitting people into the right roles. No corporate staff or hourly workers were directly affected.^[18] In August 2007, the store announced they were cutting about 500 managers (12% of existing management staff). The 500 were given severance packages, while other managers were transferred to other stores or "reassigned to different positions". A Meijer spokesperson stated the cuts were made as Meijer "tries to compete with the world's largest corporation, Wal-Mart".^{[19][20]}

On November 25, 2011 Frederik Meijer died at 91 years of age. In 2013, Meijer opened its 200th supercenter in Swartz Creek, Michigan.

Operations

Meijer stores are classified as supercenters or hypermarkets (a superstore that combines groceries and department store goods in the same store). Many stores also feature a Meijer-branded gas station and convenience store in front. Several Meijer locations feature alternative fuels, such as E85, biodiesel, and compressed natural gas.

Most Meijer stores are open 24 hours a day, 364 days a year, closing only at 7 p.m. on Christmas Eve, and reopening at 6 a.m. on December 26. In 2013, Meijer ranked No. 19 in Forbes list of top 20 Private Companies.

In September 2012, Meijer was ranked No. 88 in a list of the 100 fastest-growing retail chains by the National Retail Foundation's *STORES* magazine.

Other Meijer concepts

In addition to the original Meijer supermarkets and hypermarkets, Meijer opened several concept stores in the 1970s and 1980s. The first were specialty clothing store chains called Copper Rivet, Sagebrush and



Interior of a Meijer in Southgate, Michigan, which opened in 1994

Tansy. Each store focused on a different form of brand-name clothing: Copper Rivet sold Levi's jeans, Sagebrush sold casual wear, and Tansy sold women's clothing. All three chains usually operated in front of existing Meijer stores, or in nearby shopping centers. These clothing chains were dissolved in the 1980s as brand-name clothing became more readily available at competing retailers. Sagebrush, which at its peak comprised 71 stores,^[21] was sold off in 1988, while Copper Rivet and Tansy stores were closed as their leases expired.^[22]

In 1980, Meijer began a discount pharmacy chain called Spaar (from the Dutch word for "save"), which opened four stores in 1980 in former Meijer supermarket locations. The Spaar stores were sold to Pontiac, Michigan-based Perry Drug Stores by the mid-1980s.^[22]

One year after launching the Spaar brand, in 1981, Meijer began opening Meijer Square stores, which were traditional discount department stores lacking a full grocery section. This concept also brought Meijer to Ohio for the first time, where several Twin Fair, Inc. stores were converted to the Meijer Square concept.^[22] The Ohio locations were largely sold to Zayre and Hills, but some Meijer Square stores in Michigan remained open into the 1990s. Meijer returned to Cincinnati, Ohio, in May 1996, after both Hills and Ames had closed all of their Ohio stores.^[23]

Meijer opened its first warehouse club store, SourceClub, in 1992. The concept proved unsuccessful in competition against Sam's Club and Costco, and all seven SourceClub stores were closed in 1994. The location in Fraser, Michigan was converted to a regular Meijer store, while the rest were shuttered or sold off.^[22] The last remaining former SourceClub store that never reopened since its closure, located in Taylor, Michigan, was eventually demolished for a condominium development. Another former SourceClub in Westland, Michigan was demolished and a Lowe's opened there.

During the mid-1990's, Meijer expanded to three additional states. The first location in Indiana opened on Grape Road in Mishawaka in 1994, followed by the first Illinois store in Champaign in 1995 and the first Kentucky location in Florence in 1996. The first Meijer location in the Chicago region opened in 1999 on Weber Road in the suburb of Bolingbrook.

Upon its expansion into Chicago, the chain announced a new concept called Meijer Marketplace, comprising smaller stores that focus more on grocery items and pharmacy.^[24]

Meijer has also turned several stores into flagship status stores where grocery selection is larger and also used to test new food products.

Meijer opened its first store within the city of Detroit on July 25, 2013, and its second location within the city on June 11, 2015. Meijer opened its first locations in Wisconsin in June 2015. To help promote itself in Wisconsin, Meijer placed an advertisement along the outfield wall of Miller Park, home of the Milwaukee Brewers, in 2014 in anticipation of the company's expansion into Wisconsin^[25] and purchased a distribution center in Pleasant Prairie, Wisconsin from SuperValu in 2012.

In the future, Meijer will expand into the Upper Peninsula of Michigan with stores in Sault Ste. Marie,^[26]

Escanaba^[27] and Marquette.^[28] and will soon expand into the Cleveland–Akron, Ohio market with a potential store in Stow, Ohio.^[29] and has received approval for a store in Avon, Ohio.^[30] Meijer could also be expanding into the further-east Youngstown area with a store in Austintown, Ohio.^[31] Meijer is currently scouting areas in the Minneapolis/St Paul area.^[32]

Meijer bought the largely vacant Memorial Mall in Sheboygan, Wisconsin in March 2015.^[33]

Meijer will expand into Green Bay, Wisconsin and the surrounding area in 2017.^[34]

Marketing and sponsorship

Meijer Community Rewards

The Meijer Community Rewards program allows customers who make purchases with cash, debit card or a Meijer Credit Card to designate groups such as schools, religious organizations or other nonprofits to receive a portion of the total price paid as a charitable donation.

Participants who sign up can choose up to three nonprofit organizations participating in the program to receive the donations from their shopping trips. When a Meijer Rewards card is scanned at checkout or if a participating Meijer Credit Card is used to pay for the purchase, 0.5% of the transaction for cash or debit or 1% if paid with a Meijer Credit Card is donated to the designated organizations.

Notable donations and actions

As a philanthropist, Fred Meijer's most significant contribution has been the land and sculpture collection for the 132-acre (53 ha) Frederik Meijer Gardens and Sculpture Park in Grand Rapids, Michigan.

Meijer donated land for a Grand Valley State University (GVSU) campus in Holland, Michigan about 30 minutes from downtown Grand Rapids.^[35]

In the mid-1980s, Meijer donated an undisclosed amount of money to GVSU towards the construction of new studios for the GVSU PBS station, WGVU, which continues to broadcast from the Meijer Public Broadcast Center.

A section of the Berlin Wall stands in the Meijer Lobby of the Gerald R. Ford Museum in Grand Rapids, donated by Frederik Meijer on its 10th anniversary and dedicated by President Ford on September 6, 1991.^[36]^[37]

In July and August 2004, Fred Meijer personally offered a donation of \$25 million and property which included a former golf course near Grand Rapids' East Beltline to fund a relocation and expansion of the historic John Ball Zoo.^[38] However, voters voted against the proposal and Meijer retracted the offer.

The Meijer Foundation donated \$1 million to Michigan's White Pine Trail State Park for improvements. The donation carried a stipulation that the state must name the trail the "Fred Meijer White Pine Trail". The state parks department eventually accepted the donation, but the decision created a controversy over naming rights for private donations to public parks.^[39]

Grand Rapids' downtown Civic Theatre, now renamed the Meijer Majestic Theatre, had a \$10-million renovation, thanks in large part to donations by Fred Meijer, as well as Grand Action, a Grand Rapids-based community improvement organization. The name Meijer Majestic Theatre reflects both the original name of the 103-year-old theatre and Fred Meijer's philanthropy.

In 2006, Meijer donated money to Calvin College in Grand Rapids, Michigan, to create the paid position called the Frederik Meijer Chair of Dutch Language and Culture. The previous chair was unpaid. It is currently held by Dr. Henk Aay, and its purpose is to promote interest in the Netherlands and Michigan's Dutch cultural heritage.^[40]

Meijer has been involved in sponsorship in the IndyCar Series for several years. They were associate sponsor on the #26 Andretti-Green Racing entry driven by Marco Andretti and also the #12 Team Penske entry driven by Will Power. They have a presence in NASCAR, as well, sponsoring the Meijer 300 at Kentucky Speedway.

In 2014, Meijer was the first retailer to accept both Apple Pay and CurrentC for purchases in its stores and gas stations despite possible penalties from Merchant Customer Exchange for accepting Apple Pay.^{[41][42]}

Meijer store design



Meijer Yellow "Pineapple" signature design of the mid-1990s Meijer stores: The Yellow Pineapple housed seating for the cafe. Note the translucent wall panels above the yellow area. This picture was taken at the store on North Portage Road in South Bend, Indiana, which opened in 1994.

Meijer stores are typically designed with the supermarket section to one side and the general merchandise section to the other side. The chain's stores are almost always constructed from the ground up, with very few Meijer stores having been converted from other retailers. Exceptions include the Lincoln Park, Michigan and Portage, Indiana stores, both of which were former Super Kmart stores, the Traverse City, Michigan store, a former Grant City store, the former location on Metropolitan Parkway in Sterling Heights, Michigan (which relocated to Madison Heights, Michigan in 2002 and has been demolished for a shopping center), which was also a former Grant City, the Fraser, Michigan location, which Meijer converted from its failed SourceClub concept store, and the former Newark, Ohio location (which was shuttered in 2013), which was one of the stores Meijer purchased from Twin Fair.^[22] The future location in Bradley, Illinois will be converted from a Super



Interior of a newer Meijer in Cedar Springs, Michigan, which opened in 2009.

Kmart location as well.^[43]

Some stores built in the 1970s and 1980s included a balcony, containing service tenants such as a barber shop and nail salon. During the late 1990s, McDonald's restaurants also operated inside Meijer stores, primarily in those with balconies; in addition, the first stores in the Detroit area featured a short-lived fast food concept called Thrifty's Kitchen, which also operated a standalone location in front of the Meijer on

Alpine Avenue in Walker.^[44] Most stores feature a sit-down café, while some also feature a Starbucks coffee shop or a Subway restaurant. Stores built between 1989 and 1993 featured a curved wall of windows that ran along the area between the entrances, examples include many early locations in Ohio and the Midland, Michigan store seen above towards the top of this article.

Early in the 1990s, Meijer developed new integrated prototypes for their rollouts. One example was the "whimsical" design prototype introduced with the 1994 expansion into Indiana. Different shapes and roofing designs created the facade of the building. Most notable was the yellow pineapple constructed from yellow ceramic brick and glass blocks. The different shapes on the facade were to introduce Meijer to Indiana as a "store of discovery".

Also notable was the use of a large translucent wall above the grand concourse facing the registers. This allowed natural light to filter into the area above the registers without actual windows. Another feature of these stores was the introduction of grey concrete panels and silver framing on windows and doors. Slight variations of this prototype were also introduced with the 1995 expansion into Illinois and the 1996 expansion into Kentucky.

On August 5, 1997, the store in Fort Gratiot Township, Michigan debuted a new prototype that evolved out of the mid-1990s prototype. This was the Presidential prototype, in which the logo was moved to the center of the building. Later Meijer stores of this design introduced the Meijer Fresh logo with the then-current Meijer logo and a large cursive "Fresh" on the right of the Meijer name. Most of these signs have since been phased out in favor of the current logo, with the lower case "meijer" (in red) with blue dots over the 'i' and 'j'. In the year 2000, the Presidential prototype was replaced with the Village Square prototype, which featured fake storefronts running across the front of the building and a barn-like section on which the Meijer logo was situated. That prototype, however, was soon replaced by the Signature Series prototype, which removed the fake storefronts, which itself was replaced in the mid-2000s with the current prototype, which features emphasis on the entrances, which feature towering glass walls with a tilted roof, resulting in an "eyebrow" appearance.

"Hypermarket"

Meijer was one of the first hypermarket stores in the US, combining a multitude of merchandise under one roof, when they opened the first Thrifty Acres in 1962.^[45] Most US hypermarkets were started at later dates.^[46] Meijer describes itself as a grocery chain that added general merchandise to their grocery stores in 1962. The Meijers chose not to talk to *Forbes* for a 1995 comparison to Hypermart USA and Kmart's American Fare failed hypermarket concepts.^[12]

Controversies and criticism

Acme Township

In February 2007, Meijer was involved in an effort to recall the elected officials of Acme Township in Grand Traverse County,



2008 Renovated Meijer Store at Store #50 Grand Rapids Cascade store, signed as "Meijer at Cascade", with the grocery entrance signed as "Meijer Fresh".

because of the officials' reluctance to allow a new store along M-72 within the rural township. Meijer retained Seyferth, Spaulding and Tennyson, a Grand Rapids public relations firm, to help orchestrate the recall effort. In January 2008, a criminal investigation was launched by the Michigan State Police^[47] into the legality of the scheme.

Records indicate the PR firm retained by Meijer had arranged a meeting with a small nonprofit organization which favored the Meijer store, but had not yet formally taken a position on the recall. With the persuasion of the PR firm, the organization, known as the "Acme Taxpayers for Responsible Government", formed a recall committee and began to promote the recall election. Seyferth researched the plausibility of a recall, wrote justification for the recall and oversaw the agenda for the meeting with Acme Taxpayers.^[48] The PR firm revised the organization's website and logo, devised talking points and campaign literature, and wrote ghost letters to Traverse City newspapers. The recall committee did not disclose any of the PR firm's assistance, or its affiliation with Meijer. As of January 2010, the case is still ongoing.^[49]

Treatment of LGBT community

From 2006 to 2008, Meijer scored an 8% on the Human Rights Campaign Corporate Equality Index, which the HRC calls "a measure of how U.S. companies and businesses are treating gay, lesbian, bisexual and transgender employees, consumers and investors." Specifically, the HRC claims Meijer did not offer "even minimal benefits or workplace protection for gay employees" and listed it as a consistently gay-unfriendly company. Meijer was one of only three companies out of over 500 graded to receive a low score.^[50]

In 2009, Meijer's score began to improve after the company amended its nondiscrimination policy to include sexual orientation, though it contrasted other retail and grocery rivals, such as Macy's Inc. (100%), Sears Holdings Corporation (100%), Target Corporation (100%), Whole Foods Market (90%), Kroger (75%) and Walmart (40%). By 2016, Meijer had improved their score to 85%, having a similar score to its rivals.^[51]

Firing of a Christian employee

The federal government sued Meijer on behalf of a former employee for violating her civil rights by firing her because she would not work on Sundays.^[52] Debra Kerkstra was fired in 2001 for refusing to work on Sunday because of religious convictions. The US Equal Employment Opportunity Commission accused Meijer of religious discrimination, and Meijer settled the case after paying \$22,000 to Kerkstra^[53] and agreeing to implement procedures to prevent repeat occurrences.

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In a live stream broadcast from the rap duo Bad Meets Evil in 2011, Eminem advertises Meijer.

External links

- Company website (<http://www.meijer.com/>)
- Meijer Careers (<http://jobs.meijer.com/>)

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Categories: Companies based in Kent County, Michigan | Privately held companies based in Michigan | Privately held companies in the United States | Economy of Kentucky | Economy of the Midwestern United States | Discount stores of the United States | Hypermarkets of the United States | Companies established in 1934

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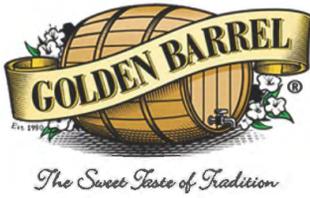
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Golden Barrel

Honoring family traditions since 1934, Golden Barrel brings the taste of Lancaster County, PA right to your table. Golden Barrel Baking Products has grown from its humble origins of packed [table syrups](#) for shoofly pies, to numerous products that have become a staple for cooking and baking recipes, breakfast traditions, and even soap making. Our time honored products include [shoofly pie](#) and [cake mix](#), [molasses](#), [pancake syrups](#) and [coconut oil](#) among others. Check out our products in our [online store](#) or visit our [blog](#) for unique recipes made with some of our quality ingredients.

Look for our products in local stores, visit one of our [retail outlets](#), or [order online](#) to start your own family baking traditions. Experience the Sweet Taste of Tradition with Golden Barrel Baking Products!



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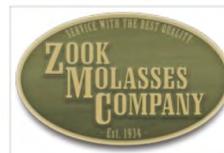
Golden Barrel Baking Products



Our Company

The Zook Molasses Company

The Zook Molasses Company started back in 1934 by M. Simon Zook filling a need for farmers to feed their livestock with quality molasses. Ever since, Zook Molasses has been serving the agricultural industry with liquid and dried feeding cane molasses and is now offering organic molasses. This is great for energy, dust control and milk production. The Zook Molasses company also provides ZSO Semi Degummed Soy and other oils like Canola, Mineral, Corn and Vegetable oils. They also are a distributor for Braes feed ingredients. Contact number for Zook Molasses is (800) 327-4406.



Good Food, Inc.

Located in Honey Brook, Pennsylvania, Good Food, Inc. was founded in 1980 by M. Simon Zook’s daughter and son-in-law Sally and Larry Martin. Already seasoned business entrepreneurs in food service distribution, they sought to expand the family business, Zook Molasses Company.

As the company grew, so did the scope of cooking and baking supplies sold. The company’s experience with molasses blending led to almost 200 different liquid blends of various liquid sweeteners and syrups packed in retail, food service and bulk tanker loads.

Along with Mrs. Schlorer’s, the famous Golden Barrel line is under the corporate umbrella of Good Food, Inc. since 1980 and includes kosher baking ingredients like baking mixes, syrups, molasses, and cooking oils as found on this website. Packaging ranges from retail sizes up to bulk size quantities. Good Food, Inc. offers liquid and dry blending, warehousing, private labeling and transportation. Contact number for Good Food is (800) 327-4406.

L & S Sweeteners

L&S Sweeteners, a division of Zook Molasses Company, was started in 1985 to serve the expanding needs of the sweeteners market and it’s sister company, Good Food Inc. Since then, L&S Sweeteners has become one of the Northeast’s largest processing facilities of bulk sweeteners. Well-equipped, state of the art rail service has made us a terminal hub to the world’s best and largest refining companies. As a result we offer very competitive pricing on all of your bulk sweetener needs...or if you prefer, we can offer trans-loading services for national, refiner-direct accounts. Corn syrups of most grades, sugar-dry and liquefied, invert sugars, dextrose, molasses, and much more are delivered by rail into our facility and trucked to yours. Whether your business is baking, confections, snack foods, beverage or pharmaceutical-scientific...whatever the needs... our goal is to supply quality products & services at competitive prices.



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Toll Free: 800.327.4406
Fax: 610.273.2087
Email: info@goldenbarrel.com

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NUTS CANDY GOURMET FOODS GIFTS & HOLIDAY FAVORITES 1 POUND BAGS
SUGAR / GLUTEN FREE POPULAR ITEMS

ABOUT US

South Georgia Pecan Company began in 1913 as a small shelling plant owned by the Pearlman family of Valdosta. In 1967, the company became a part of the Beatrice Food Group. With the breakup of Beatrice Foods in 1983, the current owners, Jim Worn and Ed Crane, purchased the company with a commitment to quality and service that has formed it into the industry leader that it is today. South Georgia Pecan Company is located in Valdosta, Georgia in the heart of Pecan Country. We are committed to producing safe, top quality pecan products for our customers and

consumers. We have four plants located within a 1.5 mile radius which are designed and segregated for certain process in the production of pecan products, which include cleaning/grading Inshell pecans, a shelling plant, a finished processing/packaging plant, and a shell grinding facility.

Satisfaction Guarantee

South Georgia Pecan is committed to complete Customer Satisfaction! If you have received a product or service that has not met your expectations, please contact us at 1-800-732-2646 or 1-800-627-6630. You may also email us at customerservice@georgiapecan.com. We appreciate your business!

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In The Press

I'm no salesperson! Can I still be good at this?

Why should I choose direct selling?

Why should I join Velata instead of another direct selling company?

How do I get started?

How much can I expect to earn?

What other benefits does Velata offer its Consultants?

What kind of support and training will Velata provide?

Is there a dress code or a script to use at parties?

Will I be obligated to meet any sales quotas?

What if this just doesn't work for me?

Q. I'm no salesperson! Can I still be good at this?

Of course! At Velata, if you enjoy socializing and sharing innovative Velata products with friends and family, you have everything you need. Just keep it simple, be yourself, and help others. Think, "Hey, I can do this!"

[Go to the top of the page](#)

Q. Why should I choose direct selling?

You get to be your own boss, running your business when and how you choose. You decide your goals and you decide how you want to reach them. You don't need lots of start-up capital or a degree in marketing. Direct selling is a fun way to earn extra income!

[Go to the top of the page](#)

Q. Why should I join Velata instead of another direct selling

company?

This is your chance at a ground floor opportunity. When you start your Velata business you will be helping your customers prepare delicious food in a social atmosphere that brings friends and families together around the dinner table. All Velata products support our philosophy of bringing people together around food to create connection and lasting memories. Plus, you'll have access to a world class workstation to manage your business and customer information!

And as a Velata Consultant, you will also have the opportunity to enroll in Scentsy, all while building one team to support your efforts.

[Go to the top of the page](#)

Q. How do I get started?

Find your Sponsor using the Consultant locator and then join through their website, or contact them for more information! You'll have the opportunity to enroll with the products that fit your passion. From fondue to crepes to grilling on the Raclette, there's truly a Starter Kit for everyone.

[Go to the top of the page](#)

Q. How much can I expect to earn?

The amount you earn depends entirely on you and the amount of time and energy you want to invest. Consultants make 20-30 percent commission on their own sales as well as additional bonuses on the sales of other Consultants they sponsor. Some of our new Consultants just want to make a little extra pocket money, while others want to take advantage of the great incentive trips you can earn.

[Go to the top of the page](#)

Q. What other benefits does Velata offer its Consultants?

Every Velata Consultant gets a free website for three full months, a free online Workstation to organize and run their business, no inventory to manage, no credit card fees and opportunities to earn incentive trips to some of the top destinations in the world.

[Go to the top of the page](#)

Q. What kind of support and training will Velata provide?

At Velata, Consultants receive support from their Sponsor (the Velata Consultant they enroll under), and also get access to web-based training tools and an online forum to connect with fellow Consultants. Velata will send you a "Velata Consultant Guide," promotional products and marketing tools.

Velata's fully staffed Consultant Support Department is available every weekday from 5 a.m. to 10 p.m. (MT). There are also annual training and networking events throughout North America, Puerto Rico and Guam.

[Go to the top of the page](#)

Q. Is there a dress code or a script to use at parties?

No way! We'll give you all kinds of training and advice on how to run a successful party, but how you do things is entirely up to you. From formal presentations to casual gatherings to one-on-one visits with friends and family, the choice is yours. Be yourself!

[Go to the top of the page](#)

Q. Will I be obligated to meet any sales quotas?

Consultants are encouraged to be engaged and actively participate in their Scentsy Family business. Scentsy processes account cancellations on the 1st of every month for those accounts that have not generated sales resulting in 150 points or more in PRV in at least one calendar month in a rolling three-month period.

[Go to the top of the page](#)

Q. What if this just doesn't work for me?

There is absolutely no cancellation fee — you are free to leave Velata at any time.

[Go to the top of the page](#)

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Velata is a line of simple, stylish, and social products created to help families turn minutes into precious moments. Its unique kitchen systems make it fun and easy to enjoy the world's best culinary traditions, and their variety of delicious foods offer convenience and simplicity to share with family and friends. The Velata brand is owned by Scentsy, Inc., an international party plan company dedicated to creating a social shopping experience that gives Consultant and customers variety, value and a level of personalization they can't find anywhere else. Velata products are sold through a network of Independent Consultants running home-based businesses in the United States, Puerto Rico, Guam, and Canada.

VELATA FAST FACTS

- Introduced in 2012
- A Scentsy, Inc. brand
- Headquartered in Meridian, ID, USA on a 63-acre campus
- Distributed from Meridian, ID, USA and Lexington, KY, USA
- Sold in United States, Puerto Rico, Guam, and Canada.
- Privately held, owned and operated by Orville and Heidi Thompson
- Company employees: 1,000+
- Method of sales/distribution: Direct sales – party plan

**NEW! ARTISAN
FRUIT KETCHUPS**
SHOP NOW ▶



**THE EASIEST WAY TO
GRILL VEGETABLES**
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FIND MY CONSULTANT

Kitchenware



Kitchenware

Innovative, beautifully designed products to perfectly complement kitchen electrics and help make preparing foods fun and easy.

LOCATE & BUY



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THE EASIEST WAY TO
GRILL VEGETABLES
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VEGGIE GRILLERS!
DELICIOUS GRILLED
VEGETABLES IN MINUTES.
VIEW NOW ▶



The Examining Attorney has issued a Final Refusal on the application to register NORTHWOOD on the grounds that it is allegedly confusingly similar to the registered mark NORTHWOODS for table syrup (U.S. Registration No. 2009770). In support of the Final Refusal, the Examining Attorney has attached evidence that falls into four categories: 1. Superstores like Wal-Mart and Meijer which all sell an enormous range of goods under marks owned by the store; 2. Retailers like Stonewall Kitchen and Sur La Table which sell a range of goods from electrical cooking equipment, to dishware, to food under the retailer label; grocery stores like Wegman's and Hannaford which again, carry a wide range of goods under the retailer house mark; and global products businesses which employ a sell at home model of retailing such as Velata. (Velata is similar to vendors like Amway and Avon who also sell a wide variety of goods through home retail representatives under the retailer label); 3. Specialty mail order companies which sell a variety of food products oriented on their specialty: Golden Barrel, who sells "the taste of Lancaster, PA" and the South Georgia Pecan Company, who sells food products oriented on their pecan nuts; and 4. A famous amusement park Knott's Berry Farm which sells a variety of goods under the name KNOTT'S BERRY FARM which operates as a secondary source relating back to the famous amusement park. (This is similar to Disney World, which sells a range of foods and collectibles under its mark.) However, **none** of these show the requisite likelihood that consumers would encounter table syrup and desserts and believe they emanate from the same source based on similar trademarks in a typical grocery or online store setting. Contrary to the assertion of the Examining Attorney, the evidence in support of likelihood of confusion actually operates as a standpoint example of the type of case discussed in *Federated Foods, Inc. v. Fort Howard Paper Co.*, 544 F.2d 1098, 192 USPQ 24, 29 (CCPA 1976) ("A wide variety of products, not only from different manufacturers within an industry but also from diverse industries, have been brought together in the modern supermarket for the convenience of the consumer. The mere existence of such an environment should not foreclose further inquiry into the likelihood of confusion arising from the use of similar marks on any goods so displayed"); *Irwin AugerBit Co. v. Irwin Corp.*, 134 USPQ 37, 39 (TTAB 1962) ("It is common knowledge that there are sold in many hardware, grocery, variety and

drug stores an almost unlimited variety of goods including tools, housewares, electrical appliances, seed, fertilizer.").

Using the analysis employed by the Examining Attorney, one could assume that marks used to sell electric coffee makers are confusingly similar to those used to sell desserts since, after all, Sur La Table or Stonewall Kitchen sell both. Similarly, one could encounter t-shirts and desserts offered under the Knott's Berry Farm mark and conclude that they travel in the same trade channel for likelihood of confusion analysis. This is not the test under likelihood of confusion. Not all food products are related and certainly that is the case with regard to breakfast table syrup and desserts. See attached information on each of the vendors listed in the Final Refusal, **Exhibit "A."**

A critical aspect of the test for likelihood of confusion asks whether the goods are marketed under conditions that would give rise to the mistaken belief that they emanate from a common source. *In re E.I. du Pont de Nemours & Co.*, 476 F.2d 1357, 177 USPQ 563 (CCPA 1973). Desserts are not sold in the same section of the online or brick and mortar store as table syrups. See **Exhibit "B."** Moreover, table syrup is not commonly used in conjunction with desserts and confections nor are the goods of each source functionally related. *Cf. In re Gina Davia*, 110 USPQ2d 1810 (TTAB 2014) [precedential] comparing two different types of condiments to the facts here. In this case, the registrant's goods are a condiment of sorts whereas the Applicant's goods are confections and desserts. *See also In re Martin's Famous Pastry Shoppe, Inc.*, 748 F.2d 1565, 223 USPQ 1289 (Fed. Cir. 1984) ("The extent to which particular food products are deemed related will depend on the facts of each individual case. In the instant case, we take notice that the products 'bread' and 'cheese' are often used in combination. Such complementary use has long been recognized as a relevant consideration in determining a likelihood of confusion."). As the Examining Attorney asserts in the Final Refusal, "According to the attached evidence, 'table syrup' is a broad category applying to syrup used in household, typically for breakfast and often as a substitute for pure maple syrup, that is also known as pancake syrup or just syrup." Unlike the relevant cases where confusion was found to be likely, these goods are simply not used together. They are not used together and they are not typically marketed together. Indeed, the distinction of the

goods at issue is illustrated by the search performed by the undersigned and previously attached to its prior Response to Office Action, which shows how unusual it is for registrations based on use in commerce to offer both types of goods.¹

Accordingly, it is respectfully submitted that the marks may peacefully coexist without likelihood of confusion given the fact that the marks are different and the goods are not of the type that would give rise to the mistaken belief that they emanate from a common source. All matters having been addressed, the Examining Attorney is respectfully requested to withdraw the Refusal to register the mark NORTHWOOD and pass it on to publication. Should the Examining Attorney wish to discuss any informal matters, he is invited to telephone the undersigned at 713-871-0958 or email to eking@smd-iplaw.com.

¹ The undersigned does not append a list of registrations for the Examining Attorney's consideration (contrary to the form paragraph language inserted in the Final Refusal) but rather the search listing results showing *the raw number of registrations* that sell both desserts and syrup under the same mark vis-à-vis those registrations that sell one or the other but not both. Since this evidence is not proffered for purposes of considering any specific registrations, but rather constitutes a search result from the USPTO's own database, it is respectfully submitted that the search results are properly before the Examiner and of record. **In other words, there is no way by submitting individual registrations that the number of marks selling one product or the other in comparison to the number of marks selling both could be made of record other than providing the search string.** As such the Examining Attorney's objection to the evidence is off target. See *In re Chippendales USA, Inc.*, 622 F.3d 1346, 1356-57 (Fed. Cir. 2010) ("...this court may take judicial notice of the existence of the Playboy bunny trademarks under Fed. R. Evid. 201(c), as we determine that the registration documents by the PTO are 'capable of accurate and ready determination by resort to sources whose accuracy cannot reasonably be questioned.' See Fed. R. Evid. 201(b)(2); *Group One, Ltd. v. Hallmark Cards, Inc.*, 407 F.3d 1297, 1306 (Fed. Cir. 2005) [(upholding district court's taking of judicial notice of the fact of a patent's reinstatement)]."); *L'Garde, Inc. v. Raytheon Space and Airborne Sys.*, 805 F.Supp. 2d 932, 937-38 (C.D. Cal. 2011) (public records and government documents available on government agency websites are often properly subject to judicial notice).

Gift Cards Registry Lists Weekly Ads Store Finder Track Order Credit Card Help

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Dietary Need

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- Organic
- Sugar-Free
- Natural
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- Sugar & Substitutes
- Dessert Toppings

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Brand

- Gold Medal
- Anderson's
- CROWN MAPLE

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Price

\$ to \$ Go

- \$0 - \$5
- \$5 - \$10
- \$10 - \$20
- \$20+

Customer Rating

& Up



Gluten-Free



Natural



Organic



Sugar-Free



Vegan

Refine Price

Top brands

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Sponsored product \$2.94 \$1.55 / oz

Splenda Granulated No Calorie Sweetener, 1.9 oz Box

(1417)

Free shipping on orders over \$50

Add to Cart



\$2.00 8.3¢ / fl oz

Great Value Butter Flavored Maple Syrup, 24 Oz

(29)

Free shipping on orders over \$50

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Rollback



\$1.84 7.7¢ / fl oz

Great Value Syrup, 24 Oz

(24)

Free shipping on orders over \$50

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\$3.13 13.0¢ / fl oz

Aunt Jemima Original Syrup, 24 oz

(21)

Free shipping on orders over \$50

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Best Seller



\$2.98 12.4¢ / fl oz

Mrs Butterworth's Sugar Free Maple Syrup, 24 Fl Oz

(28)

Free shipping on orders over \$50

Add to Cart



\$2.98 12.4¢ / fl oz

Mrs. Butterworth's Syrup Original, 24 fl oz

(119)

Free shipping on orders over \$50

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\$5.92 9.3¢ / fl oz

Log Cabin: Original Syrup, 64 oz

(25)

Free shipping on orders over \$50

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\$2.92 10.6¢ / fl oz

Hungry Jack Original Syrup, 27.6 oz

(2)

Free shipping on orders over \$50

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Best Seller



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syrup

Image	Product Name	Size	Price	Add to List
	Wegmans Syrup, Pancake ★★★★★ Read 1 review	24 fl. oz.	Choose a store	Add to List +
	Wegmans Pure Maple Syrup 12.5 fl. oz. Write First Review		Choose a store	Add to List +
	Wegmans Organic Syrup, Pure Maple, Dark Color ★★★★★ Read 1 review	12 fl. oz.	Choose a store	Add to List +
	Wegmans Pure Maple Syrup 32 fl. oz. Write First Review		Choose a store	Add to List +
	Log Cabin Syrup, Original ★★★★★ Read 1 review	24 fl. oz.	Choose a store	Add to List +

	<p>Wegmans Syrup, Butter Flavored</p> <p>Write First Review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Aunt Jemima Syrup, Original</p> <p>Write First Review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Wegmans Syrup, Light, Reduced Calorie</p> <p>Write First Review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Wegmans Syrup, Sugar Free</p> <p>★★★★☆</p> <p>Read all 2 reviews</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Mrs Butterworths Syrup, Original</p> <p>★★★★★</p> <p>Read 1 review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Wegmans Syrup, Butter Flavor, Light</p> <p>★★★★★</p> <p>Read 1 review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Hershey's Syrup, Strawberry</p> <p>Write First Review</p>	22 oz.	Choose a store	Add to List +
	<p>Aunt Jemima Syrup, Lite, Original</p> <p>Write First Review</p>	24 fl. oz.	Choose a store	Add to List +

	<p>Walden Farms Syrup, Pancake</p> <p>★★★★★</p> <p>Read all 2 reviews</p>	12 fl. oz.	Choose a store	Add to List +
	<p>Hershey's Syrup, Caramel</p> <p>Write First Review</p>	22 oz.	Choose a store	Add to List +
	<p>Hungry Jack Syrup, Original</p> <p>Write First Review</p>	27.6 fl. oz.	Choose a store	Add to List +
	<p>Wegmans Syrup, Reduced Calorie, Light</p> <p>Write First Review</p>	12 fl. oz.	Choose a store	Add to List +
	<p>Wholesome Sweeteners Blue Agave, Organic, Raw</p> <p>Write First Review</p>	23.5 oz.	Choose a store	Add to List +
	<p>Aunt Jemima Syrup, Lite, Natural Butter Flavor</p> <p>Write First Review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Log Cabin Syrup, Lite</p> <p>Write First Review</p>	24 fl. oz.	Choose a store	Add to List +
	<p>Highland Sugarworks 100% Pure Maple Syrup</p> <p>★★★★★</p> <p>Read 1 review</p>	12 fl. oz.	Choose a store	Add to List +

	<p>Wegmans Pure Maple Syrup, 64 fl. oz. FAMILY PACK</p> <p>★★★★★ Read 1 review</p>		Choose a store	Add to List +
	<p>Wholesome Sweeteners Blue Agave, Organic</p> <p>Write First Review</p>	23.5 oz.	Choose a store	Add to List +
	<p>Maple Grove Farms of Vermont Cozy Cottage Syrup, Sugar Free</p> <p>★★★★★ Read 1 review</p>	12 fl. oz.	Choose a store	Add to List +

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GU Souffles, Hot Chocolate



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4.37 oz.

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Reference and News

Vegetarian Guide:
Where to Look at Wegmans
(06/20/2007) - Where to Look at Wegmans

-  Events:
Wegmans Cooking With Kids--Super Day Starters
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Wegmans Cooking With Kids--Make, Mash & Flip!
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INTENSE MOISTURE FOR INTENSE NOURISHMENT



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Food > desserts (See results in All departments)

Refine Price Top brands Store availability

Sort Best match



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- Show all
- Ship to Home

Category

- Desserts
- Baking Mixes
- Frozen Desserts & Bakery
- Ice Cream & Novelties
- Candy, Chocolate & Gums
- Snack Cakes

Length

- 1.38
- 12.94
- 15.75
- 18.25
- 2.5
- 23.25
- 7.65
- 9.0
- 9.062

Customer Rating

- & Up
- & Up
- & Up
- & Up

Brand

- Edwards
- MARIE CALLENDER'S (MC)
- Anderson



Good Humor Girl Scout Thin Mints Frozen Dessert Bar, 3.3 oz
In stores only

- Frozen chocolate mint dessert bar
- Made with cookie pieces and dark chocolate coating
- Also available as a 6 pack



Nabisco Oreo: Pie Crust, 6 Oz

\$2.10 ~~35.0¢ / oz~~
(13)

Free shipping on orders over \$50



Looka Patisserie Assorted Mousse Cups, 4 count, 11.4 oz

In stores only
(2)

- 4 mousse cups in complimentary flavor combinations
- White Chocolate Raspberry, Lemon Mousse, Lemon Curd and more



Biltmore Gourmet Italian Mascarponi Torta, 36 oz

In stores only
(4)

- Rich mascarponi cheesecake with a hint of lemon
- Baked with a moist Italian cream cake



Entenmann's Pumpkin Pie, 21 oz

In stores only

- Baked fresh daily
- Kosher



Pepperidge Farm Classic Coconut Layer Cake, 19.6 oz

In stores only
(42)

- Celebrate everyday—game night, family dinner, happy Wednesday

