

Pioneering the SUPERSTORE

A Retail Revolution

The Story of
Clyde "Smitty" Smith

For Immediate Release

Superstore Visionary Blazes Trail for Retail Revolution

The Story of Clyde B. "Smitty" Smith

DALLAS, TX—One man with a vision and an extraordinary understanding of customers can alter the way Americans shop. Long before Walmart, Target or Kmart there was Clyde B. "Smitty" Smith, founder, legend and visionary of the original superstore known as Smitty's.

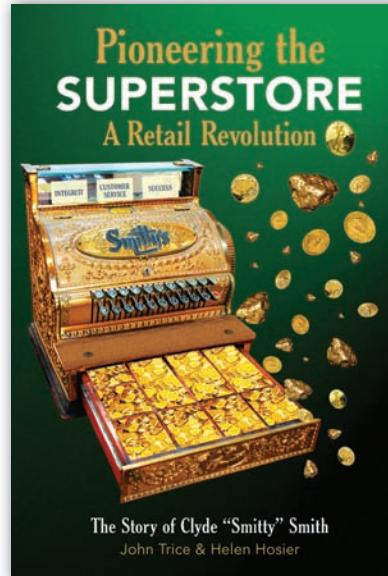
An American "rags to riches" story, *Pioneering the Superstore: A Retail Revolution* (Brown Books Publishing Group) by John Trice, in collaboration with Helen Hosier, traces the remarkable journey of Clyde B. "Smitty" Smith on the road to retail success as he developed the prototype for what we recognize today as the ultimate superstore.

Clyde Smith is a modern success story. Raised during the Great Depression in a family that made "dirt poor" sound luxurious, he dropped out of high school to help support his family by working in the coal mines. His life changed when he first stepped onto a sales floor—he was hooked by the thrill of the money changing hands, the way merchandise was placed neatly on the shelves and the way one hustled to please the customers.

At 91, Smitty remains an icon in the grocery industry. A man of strong principles and great faith, Smitty is a hero not only in business but also in his spiritual life. As a competitor, he continues to influence current business owners to overcome the odds, adapt to change and find success.

Pioneering the Superstore outlines "Smitty's Basics for Business," teaching current business owners how good business practices and consideration for others can still form the foundation for innovations. Simply put, the keys to success are: listening to customers, caring for employees and vendors, and taking risks in marketing to make a vision a reality.

Smitty argues that although today's retail environment seems complicated, it all comes back to the basic fundamentals, and with proper application, anyone with ambition and desire can be a success. For more information visit: www.SmittysStory.com



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About the Authors

John Trice is a professional banker who spent most of his career with Texas's premier banking franchise - Frost National Bank. He began writing creatively in high school and has had articles published in the *American Banking Journal*, *Action Sport Retailer* and the *Padre Island Business Bulletin*. A proud banker to Clyde and Peggy Smith for many years, he drew on his personal relationship with the Smiths to help tell this amazing American story. Recently retired, Mr. Trice spends his time giving back to his community, Corpus Christi, Texas, and surfing waves across the globe.



Helen K. Hosier is well known in the field of Christian communications both as a writer and a speaker. Her forte is writing biographies. This bookstore-owner-turned-author has over sixty titles to her credit including the best-selling *Cameos: Women Fashioned by God*, *100 Christian Women Who Changed the 20th Century*, *Living the Lois Legacy* and *Step Up and Step Out*. Mrs. Hosier draws from her extensive background of interviewing hundreds of people, as well as from her reading and the research for her writing.



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Smitty's Story

Clyde "Smitty" Smith

Clyde B. Smith was raised during the Great Depression in a family that made "dirt poor" sound luxurious. He dropped out of high school to help support his family by working in the coal mines. His life changed when he first stepped onto a sales floor—he was hooked by the thrill of the money changing hands, the way the merchandise was placed neatly on the shelves and the way one hustled to please the customers. By the 1970s, his company of superstores was the largest private employer in Arizona.

In his lifetime, he has witnessed the retail world change from using cranked cash registers to integrated point-of-sale systems tied to supercomputers. He has watched American business navigate such economic "diversities" as the Great Depression, the boom of the post-World War II years, the rise of corporate America in the 1950s, the hyperinflation of the 1970s and the globalization of the world economy. His confidence in the innovation of American business has never wavered.

The father of three daughters, Smitty attributes his remarkable life to his family and his faith. He now lives in Boerne, Texas, with his wife, Peggy, cofounder of Smith and Smith Ministries. Together they share what she calls "Clyde's passion for bringing America back to righteousness, an outreach which he does with a great deal of enthusiasm."



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Excerpt from Chapter 14

Mass Merchandising

"The reason you mass merchandise is to create a special atmosphere that captures the attention of the shopper and achieves long-term market share, while saving the consumer money."

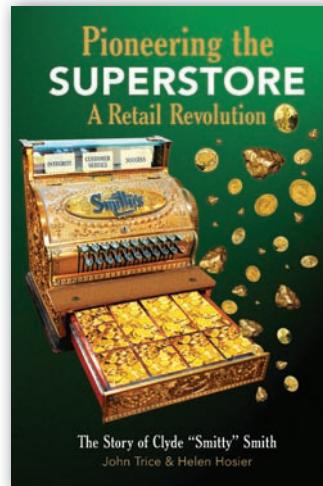
—Clyde B. Smith

In the early '60s, the nation was just beginning to embrace "mass merchandising." This was before the Walmart strategy was fully developed by Sam Walton, which dealt with purchasing in volume and then selling to the consumer at a discount. We had already tried some mass merchandising in Iowa and had become pretty good at it. We had experimented with truckload buying volume and special merchandising within our stores, but none of our Iowa stores presented us the opportunity to mass merchandise like the square footage of our Phoenix store. The name of the game is capturing additional volume by understanding the customer's needs.

I believed that the reason you mass merchandise is to create a special atmosphere to capture the attention of the shopper and to achieve long-term market share, while saving the consumer money. When you mass merchandise an item or a series of items, you buy in volume at a reduced price from the manufacturer and then pass the savings on to the customer. This builds loyalty and a belief in the customer so that they will continue to shop with you in confidence for the items they need, while also saving money.

Due to the large size of our first Phoenix store, we were able to take the mass merchandising concept and really put it into action. We removed a row of our center gondolas, which gave us plenty of room to draw attention to our special items. Our department managers would then buy truckloads of popular products such as chips, canned goods, paper products, or beverages and display them in mass in special center areas we had provided. This would create a wonderful savings for the customer and allow us to scoop our competition because we were buying in truckload lots.

For most grocery stores at the time, mass merchandising was very difficult, if not impossible, because the average store was about half the size of our South 16th Street store. This did not allow those merchants the luxury of devoting a large amount of space to merchandising products in mass. Most of the merchants put a few items on the end of a gondola and that was it. This, in my opinion, wasn't the best way to accomplish the volume you needed to buy and sell in truckload lots.



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Q&A

With Clyde "Smitty" Smith

Pioneering the Superstore is an American story of "rags to riches." Long before Sam's Club, Costco, Kmart, Walmart and Target, you had a vision for what would become the first superstore. What inspired your journey and how did you get started?

After already having built a successful chain of grocery stores in Iowa, I visited local supermarkets while on a vacation to Phoenix. This visit convinced me that the Phoenix market had real opportunity for my vision to build bigger and better stores that would ultimately please the customer.

From an early age, you had incredible insight. When did you first recognize that there was a need to expand upon the standard grocery store concept?

Beginning in 1954, we took a step up from our 3,200 sq. ft. store to our first large store of 14,000 sq ft. We tried to build each consecutive store bigger and better to impress the customer and give them the products and service they were looking for.

How were you able to translate your vision of merchandising into reality for your customers at Smitty's?

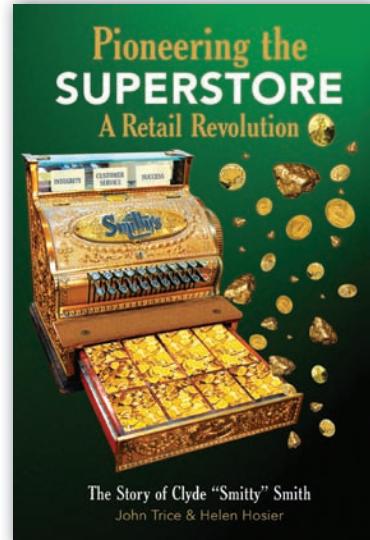
Our vision became a reality as we continued to open bigger and better stores that would take every customer on an exciting trip. Their needs were number one and we tried to stay one step ahead of the competition with our innovative concepts.

What triggered the idea to add a dining establishment to the store?

I had seen a small restaurant in a rather large store in Indiana and went back and incorporated it into our store in 1954.

You talk about the need to get back to basics when running a business. You refer to your fundamentals as "Smitty's Basics for Business." What are some of these basics?

Work hard, be fair, be truthful and have honor and integrity. Provide excellent leadership, build a team of experts, train, train, train, give incentives, share the profits and put the customer first.



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You have a reputation for taking a sincere interest in your employees, customers and vendors. As a strategic motivator, you encouraged your employees to succeed through a variety of incentives. How did that impact overall sales?

With the incentives, bonuses and stock sharing, the store became "our store" instead of "my store." This encouraged our employees to work harder and as a result, our company grew and prospered.

Every business owner has challenges. How did you confront them?

Head-on. Determine a strategy to address the challenges, improve and move forward, never looking back.

It's evident in your story that there was a turning point in your life when you met your wife, Peggy. How did your relationship with Peggy and the acceptance of a Christian lifestyle impact your business decisions?

My decisions were still the same, but I now had the Lord to walk with me through those decisions.

What are the fundamental keys to success?

Experience, ambition, good work habits, treating employees and customers like family, desire, attitude, selective hiring and hard work—not necessarily in that order, but all are equally important.

In each chapter you reference "Something to Think About," encouraging current business owners to take advantage of your farsighted ideas. What is the bottom line?

Work hard to achieve the much-needed short-term and long-term goals you set for yourself, for your business and your employees.

What is the strongest message you hope business owners take away from *Pioneering the Superstore*?

You must know and understand your customers' needs while building a bigger and better market, and last, but not least, that each and every person needs to come to a saving knowledge of Jesus Christ.



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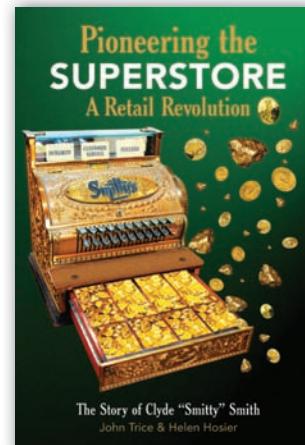
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What People Are Saying

Smitty's selling skills first impacted me when I worked for his main competitor, Fry's Supermarkets, in the late '70s. He was quickly becoming the market leader in Phoenix; we watched him closely and applied lessons he had taught us with success. We always admired the selling skills Clyde taught his associates. Clyde's book shares many of these lessons; he was a trendsetter marketer.

— **David Dillon**

chairman of the board and CEO of Kroger, the largest supermarket chain in America



Clyde Smith's story is a true, uniquely American story. I have had the pleasure of knowing him for many years, and you will see through this wonderful book why he is so highly regarded. He is a man of strong principles and faith.

— **"The Admiral" David Robinson**

former San Antonio Spurs basketball star, inducted into the NBA Hall of Fame in 2009

I have known Smitty now for more than fifty years, and what a blessing it has been. The example he has set for me, and many others, has enabled us to see our dreams come true, have a successful business career, and most importantly, have the opportunity to learn from the best. If you are looking for an example of a true American—and I mean the "real deal," someone who is living the dream—then this success story of a World War II veteran is the book for you.

— **Dave Trottier**

retired president and general manager, Smitty's Supermarkets,
Springfield, Missouri current co-owner of Summer Fresh Supermarkets

Clyde Smith's book is the wonderful, true-life "rags to riches" story showing how a busboy at a small restaurant became owner of a large and very successful grocery store chain. Clyde Smith exemplifies the American spirit of free enterprise and self-determination, and his story will inspire and motivate readers to strive for success in any endeavor, to work hard and to trust in God for the rewards, which will surely come. I encourage everyone to read Clyde Smith's life story.

— **Judge Roy Moore**

graduate US Military Academy, West Point, veteran of the US Army,
Judge of the Sixteenth Judicial Circuit of Alabama, Former Chief Justice of the Alabama Supreme Court,
President of the Foundation for Moral Law in Alabama, author, and speaker



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This is a wonderfully revealing autobiography of a member of the Greatest Generation who survived the Depression in the soft coal mines of Iowa, then fought in the Italian campaign in the Second World War and came home with a pocket full of poker winnings. From that hardscrabble start, during a career that spanned 40 years, Clyde Smith reached the pinnacle of the American food retailing industry. But this is more than a Horatio Alger, rags to riches story. In the chronicling of his life history, Clyde Smith lays out his principles for business success. Through ample examples he demonstrates how a management style based on team building, profit sharing and mentoring empowered him to reach his dreams by helping others attain theirs. Anyone aspiring to start out in small business today would be well served by reading this book and taking to heart its teachings.

— Gary A. Sojka, PhD

President and Professor Emeritus, Bucknell University, Former faculty member at Purdue and Indiana University, former Chairman of Biology and Dean of Arts and Sciences at Indiana University and former Interim President of The Pennsylvania Association of Colleges and Universities. Sojka holds honorary doctorate degrees from Lycoming College, Purdue University and Bucknell University.

Clyde Smith is a modern day success story. In a day when we need heroes, here is one who qualifies. Mr. Smith has not just been a success in business but in his spiritual life as well; only eternity will reveal how many his life has impacted. This is an encouraging story and one worth sharing.

— Gary Frazier, PhD

speaker, author, founder of Discovery Ministries, Inc.

Clyde Smith has lived the American dream. He turned native intelligence, people skills, and hard work into an amazing success story. I was privileged to be one of those who shared Christ with Clyde and watched as he turned his heart and life over to the Lord. In this life journey story, the reader can join the others who say, "My life is better because Clyde Smith's story has touched me."

— Richard Jackson

retired senior pastor North Phoenix Baptist Church, founder of The Jackson Center, Howard Payne University, Brownwood, Texas, and author

Anyone who has ever started a business will identify with the challenges Clyde Smith confronted and overcame during his career spanning fifty years, three states, and two entirely different industries. I was inspired by Smitty's determination, vision, innovations, and entrepreneurial spirit in his memoir. In this incredible story, he shares important life lessons for all of us.

— Dick Evans

chairman and CEO, Frost Bank



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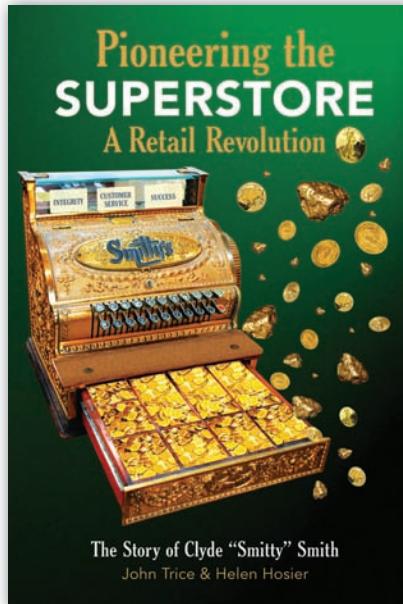
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