



An excerpt from
INSIDE THE
DREAM

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on his park ...*

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\$100,000 against
his life insurance.”*



J.C. Penney Rebounds with Leap in Life Insurance Policy

New York (AP) — "I believe in adherence to the Golden Rule, faith in God and the country," J.C. Penney once said. "If I were a young man again, those would be my cardinal principles — those and profit-sharing."

Penney, the son of a poor Baptist preacher who built a \$2.7 billion nationwide retail store empire starting with a dry goods store in Wyoming, died Friday in Hennessey, Payton of Columbia Presbyterian Medical Center. He was 93.

A frugal man who abhorred liquor and tobacco, Penney proudly wore only clothes from J.C. Penney stores and likes to take a turn behind the counter and wait on customers during visits to Penney outlets.

Greeted with Smile

Until he was hospitalized December 26, Penney came four days a week from his Westport, Connecticut home to the J. C. Penney building in Manhattan, where he greeted employees with a smile and a handshake.

He initiated a profit-sharing plan for employees in 1907 and credited the chain's success to the idea. It created incentive and made all employees "associates," as he called them.

Penney was almost wiped out in the 1929 stock market crash, but rebounded with money borrowed from his \$3 million life insurance policy.

James Cash Penney was born in Hamilton, Missouri, the son of a primitive Baptist preacher.

who set him to work at the age of 7, raising a pig. He sold it for a profit and planted a watermelon patch.

When he finished high school, his father got him a \$2.27-a-week job in a local dry goods store, which he worked at for two years and saved \$300. He took the savings to Longmont, Colorado and bought a butcher shop.

The butcher shop failed because Penney refused to furnish a Saturday night bottle of whiskey to the local cook, the town's leading meat customer.

His next job was in the Golden Rule dry goods store in Kemmerer, Wyoming, which he bought out in 1907 with his savings.

By 1913, he had 48 stores. The name had been changed the year before from Golden Rule to J. C. Penney — with headquarters in New York. Four years later, he moved from president to chairman of the board, a post he held until 1933.

Steel-Box Lectured

Although he gave generously to numerous charitable causes, Penney kept a close eye on his money. In 1929, he lectured a stock-boy for leaving a light burning. Twenty-five years later, the stock boy, by then an executive, forgot to turn out the light as he was following Penney from the office.

"You're still being lit," Penney reminded him. When he died, his personal worth was estimated at \$24 million in company stock alone.

He is survived by his third wife, the former Mary Carolyn Autenreith. They has two daughters.

His first wife, Berta, died in 1910 leaving him two sons, one since deceased. He had another son by his second wife, Mary, who died in 1923.

Funeral services will be Tuesday morning at St. Frances Episcopal Church on Madison Avenue, with burial in Woodlawn Cemetery in the Bronx.

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The Story of Walt Disney

studio embarked on several feature-length documentaries. When RKO again balked, the Disneys set up their own distribution company, called Buena Vista. Another live-action film, *The Story of Robin Hood*, came out in 1952, followed by other semihistorical movies. The studio was also embarking on its most ambitious film project to date, *20,000 Leagues Under the Sea*, which was jammed with special effects and cost more than \$4 million to make.

The directors and producers of all these projects were anxious to get Walt's attention—in hopes that he could lend a bit of his unique talent for making bold improvements. When he was dissatisfied with the squid attack scene in *20,000 Leagues Under the Sea*, for example, he had the sequence reshot. "Add a storm," he ordered. Those three words cost the studio \$250,000, and left the soundstage soggy for years. But the picture was vastly improved.

Already, Walt slept only a few hours a night. But he was dead set on his park, and he wasn't going to let anything or anyone stop him. Even Roy.

If the company wasn't going to back him, he'd use his own money. He cleaned out his small savings accounts. He borrowed \$100,000 against his life insurance. He sold his vacation home in Palm Springs. He persuaded dozens of employees to loan him money. ←

Lilly was not thrilled at seeing their life savings gambled. But there was no stopping Walt. "I couldn't ever see that there was any better place to put money than in the thing I was interested in," he said.

In December, 1952, he started Walt Disney, Incorporated, which later became WED Enterprises (for Walter Elias Disney). This firm would take charge of designing and building Disneyland. It would be a creative place staffed with "Imagineers"—designers, architects, engineers, writers, and artists, who would be given a free hand to develop new ideas and technological advances. Walt was the only stockholder.

WED would give Walt something he had desired for years—a small company that he could really control; where he could make decisions without the interference of accountants, bankers, and investors. Walt came to relish the hours he spent at WED—people who knew him from the studio detected that he was unusually relaxed when he was brainstorming with his imagineers. They called it Walt's "laughing place," a reference to the tune from *Song of the South*.

He hired the Stanford Research Institute to help him figure out where the park should be located. After an extensive study of Southern California, the