Influence
We influence one another, not by the publicity of our Reputation, but by the Character which we silently build within ourselves.
Influence

WHATEVER his training, no man, even the wisest, can fail to be powerfully influenced by the moral surroundings of his early years.

Men, young and old, but the young more than the old, cannot help imitating those with whom they associate.

If young men are influenced and directed, if they conscientiously exert their own energies they will seek the society of those better than themselves, and strive to imitate their example. Companionship with the wise and energetic never fails to have a most valuable influence on the formation of character; it increases our resources, elevates our aims and enables us to exercise greater ability in our own affairs, as well as more effective helpfulness to others. There is no institution in existence today that has a more uplifting influence on young men and women than ours. I am truly thankful for the influence my associates in our Organization have had on my life.

Let us watch carefully every act or deed; let us in our daily living, sow such seed that our influence may bring out the better side of mankind and destroy that which is not essential to the development of character and the moral uplift of man.

Thus, through our influence, we shall not only develop strong moral courage in those with whom we come in contact, but by doing so, we shall make our Organization the most successful of its kind in existence.

Geo. H. Bushnell
JOSEPHUS DANIELS is a Christian. Not a Christian who simply goes to church and pays his dues; but one who takes the sermon on the Mount seriously. He is a man who believes that: do unto others as ye would that others should do unto you, is a good rule of life.

Born at Washington, North Carolina, in 1862, he was taken a few years later by his widowed mother to Wilson, North Carolina, where he became at the early age of eighteen editor of the local paper, a weekly of considerable importance in that section of the State. From Wilson, Daniels went to Raleigh in 1885 to become the founder of The Chronicle, another weekly paper and one which made its editor, then only twenty-three years old, a well known figure in his State.

At that time there was an eminent physician at the head of the State Hospital for the insane at Raleigh. Employees and visitors to the institution reported again and again that grave irregularities and abuses prevailed. An investigation was ordered by the legislature. Young Daniels had paid no attention to the matter till on the investigation it appeared that witnesses were intimidated and members of the legislature persuaded, after the manner of the time, to let things go. Convinced that there was something radically wrong in the situation, Daniels gave the whole weight of his paper, then just beginning to count in public affairs, to the demand that a thorough investigation should be made.

He found at once that all the powers of the political machine, the machine of his own party, were enlisted and that the Governor and the leading gentlemen of the best families of the State, the influence of powerful religious and social organizations, were all bound up in the support of the Director of the Hospital. To clean up the situation it was necessary to arouse the better element of the Democratic party, to get a governor and new leaders around him who were ready to have the truth published. It took courage to stick to the fight.

But Daniels has never lacked courage. He made a state wide campaign and won. When the truth became known, a reorganization followed and the editor of the little weekly was one of the conspicuous leaders of his state.

In 1890 The Chronicle was converted into a daily and its influence greatly increased; but those were the years of greatest economic distress in the South. Few people in North Carolina could afford to take a daily paper. Beginning without money and entering upon the venturesome sea of daily journalism brought more debts than advertisements, and in 1892 The Chronicle was sold. But Daniels could not keep out of his profession. He established The North Carolinian, another weekly. It is still published by the Secretary of the Navy and its name is familiar to almost every citizen of the state.

On the second inauguration of President Cleveland, Mr. Daniels went to Washington to take an important position in the Department of the Interior.

In 1896 Mr. Daniels gave up his work in Washington. He had already bought the oldest newspaper in his state, and borrowed money on his good name. The News and Observer became and remained one of the most important progressive Democratic papers in the South. Day after day it reiterated and reiterated the common feeling that the United States was not living up to its reputation as a great democracy. The effect was to make North Carolina democratic at least. Never did the great
corporations get a firm grip on the affairs of the community, and Daniels was regarded by common consent as the greatest single influence in keeping the state fairly clean.

It passes without saying that Mr. Daniels became leader of the North Carolina delegation in the famous Chicago convention and that delegation exerted much influence to nominate the Nebraskan. Whether one likes Bryan or not, it is the sober verdict of history that his nomination at Chicago and the remarkable campaign waged in the summer and autumn following marked the beginning of a new era in our history. Daniels accompanied Bryan on many of his campaign tours both in 1896 and 1900.

But there were many years of long and earnest campaigning for Daniels between the Chicago convention of 1896 and the fruition of that early work in Wilson's cabinet. The defeat of Bryan in 1896 and again in 1900 proved unlike other political defeats; for Bryan, unlike most other leaders of our history, could survive defeat. At the Baltimore convention Daniels was an enthusiastic Wilson man. He did much to influence the Virginia delegation to abandon its attitude of loyalty to the reactionary wing of the party. In the campaign which followed there was never any serious doubt that Wilson would be elected; but Daniels spent the summer in New York and Chicago working for the cause which might, after all, fail if effort was suffered to relax. As director of the publicity work of the campaign, in touch with the press of the country, he rendered effective service, and if any one was entitled to rejoice at the final happy outcome it was Josephus Daniels. Sixteen years of unwavering devotion to progressive Democracy had brought its reward, a progressive President.

Mr. Daniels was now (at the time of Mr. Wilson's election) fifty years old. He had become the most powerful political and social figure in North Carolina, social in the larger sense, and what he advocated was apt to become law and what he opposed, even if it were already law, was apt to fail. His paper was an institution as much as Greeley's Tribune was ever an institution in his section. His News and Observer was read by country people far and near.

Let us see what he has done for the navy in his six years of leadership. In 1913 many of the best officers of the Navy had made up their minds that the drink habit was one of the drawbacks to the highest efficiency. In the country the liquor interests were already on a desperate defensive. And the privates of the navy had been forbidden to drink while in the service. Only the officers enjoyed the privilege of the wine mess. To the new Secretary what was good for the country was good for the Navy; and what was good for the men was good for the officers. The famous wine mess order was promptly given. A noise out of all proportion to the importance of the move was made and Mr. Daniels was denounced far and near by people who really believed in special privileges for certain classes of men. Of course all the pro liquor journals joined the cry. But the President sustained his Secretary and after a year of fruitless faultfinding the noise subsided. The efficiency of the service greatly increased.

Of even greater importance was the next step of the new Secretary—the appointment of officers from the ranks of the Navy. It is a well recognized rule of efficient organization that every man in a given business should feel that he may rise to its most responsible positions. Mr. Daniels, a democrat of the Jefferson school, held firmly the belief that the caste works injury. He would put a bridge across the social chasm which separated officers from men. Consequently his order for the opening of training schools on the ships and his appointment of privates of fine record to the Naval Academy at Annapolis. There was a loud outcry. Men who had been brought up under the old rule and others who opposed democracy on principle declared that discipline in the Navy was being undermined.

But once again the results proved the wisdom of the rule, the wisdom of giving all men a chance to rise as high as their abilities would warrant. The apprentice schools have been enlarged and now scores and even hundreds of officers are being picked from among the seamen of the Navy. Perhaps the Academy does not like it and possibly there is as yet a little quiet hazing of the "common herd" when they enter the famous school; but no future Secretary of the Navy will go back to the old rigid caste system. Once again the Navy and the country are the gainers. If the Secretary sympathizes with the underdog in the service and tries to give him a chance, he but expresses the sense of fair play which all good Americans entertain.

Now when the country finally entered the great combat for democracy what was the contribution of the Secretary of the Navy? The story of our work upon the ocean tells the tale. Within six weeks there were American war vessels alongside those of Great Britian in Europe; within two months our Navy was doing its part and receiving the praise of British veterans. In a year the number of men rose from 82,000 to 350,000 and nearly a thousand war vessels were set to the grim task of beating Germany. There are more American destroyers upon the ocean now than there were in the world when the war began; and submarine chasers were put upon the water in ever increasing numbers. Energy, promptness, decision, are the watchwords of the whole service. And there is a joyous cooperation and a hearty loyalty in every branch of the navy.

Not a complaint it is said in Washington, has come (Continued on page 29)
Your Influence in the Store

By J. C. Penney

DID you ever stop to consider, that every thought, every word, every action, has a direct influence, not only on your own life, but on that of those associated with you? Men are, therefore, an influence for good or evil according to their ideals; if their ideals are low their influence is for evil, but if their ideals are high, then their influence is for good.

In business a man has an opportunity to express himself for he is constantly coming in contact with many people. The store then is a school in which one can learn to become influential.

I can testify to the ill effects of having a manager come in without a word of greeting to his co-workers, for I have had that experience. The atmosphere was cold, the clerks were unhappy, the customers were treated indifferently: as a result, the store was not a success. Then I have worked in other stores, where the manager came in with a smile and a pleasant good morning for every one in the place. This made the work much easier, the clerks were happy, they in turn radiated their happiness to the customers. It was no trouble to show goods, the customers felt as though shopping was a pleasure instead of a task and as a result, the store was a success. Such stores are like magnets. One will not trade with people who are indifferent, and the salesperson who cultivates a pleasing manner is one of a store's greatest assets.

A stone thrown into the water causes a ripple, which radiates in the form of a circle, the circumference of which depends largely on the size of the stone and the force with which it is thrown. Thus it is with a thought expressed, a suggestion, even a pleasant smile may cause some one to be happy and enable him to look on life in an entirely different manner. It may be the cause of giving some one an inspiration and too, the person who has a smile for every one, not only is like the glorious sunshine to others but he is happier himself; life to him means something more than the humdrum of every day existence, each day is an opportunity for him to render good. I often look back over my experiences and recall the names of those men who have been the greatest influence in my life; these have played a peculiar part in the making of my career, for by their example and precept I have endeavored to emulate them.

I also remember distinctly how one man endeavored to influence my life for evil, that experience is as a buoy in the ocean, guarding me against danger. Then, about the same time another man, with whom I was closely associated, influenced my mind for constructive thinking. This was the time when I acquired a vision of what could be done in the way of organization. From this thought and planning was evolved the scheme out of which has sprung this organization. Is it any wonder then that I feel I owe so much to the man whom through the Providence of God, I was permitted to be so closely associated. A man who furnished me with such an inspiration. A little spring is often the source of some great river, which as it flows toward its destination, gains in volume and velocity, making its own channel.

From a thought springs a life of usefulness and as we go on through life we gather knowledge and form ideals that influence those with whom we come in contact.

Our influence is not always confined to our immediate associates for this lesson I learned from a tree as to and fro upon the wall its branches swung. Our shadow selves, our influence, may reach where we may never be. A man's influence is immortal. Why then not strive to perpetuate that which in life lives after we have passed on?

A MAN of influence is a man of character. He is known for his honesty, his word is as good as his bond. Such a one is an influence in the community in which he resides. His store is but a reflection of himself for no man is any bigger than his shadow. Therefore, since the store is a school, let each man realize the opportunity he has to become a factor in the business world besides rendering service to humanity. Be courteous, obliging, painstaken, truthful in every statement you make. Keep your store so that it shall attract rather than repel. Be careful of your person. Nothing is so distasteful and disgusting as to see a man with soiled linen, or dirty hands. Be up and doing with a heart for every thing. Laziness and indifference have a destructive effect on people. Don't gossip. If it is not possible to say anything good about a person, don't say anything at all.

Be careful of the spare moments of life. You will find that a great opportunity is literally locked up in them. A little well directed effort in reading and study will occupy your spare time and prepare you for future work and experiences. Do not loaf uselessly. Rest, when you must, with a purpose. In short, turn work, time and experiences to the best account.

Thus will you lead an exemplary life and in truth it can be said after this earthly existence has ceased that the world is better by your having lived.

August, 1910
Good English as a Business Asset

I

A WRITER or a speaker is a workman, who prepares what he has to say by the use of tools.

The tools he uses are Words.

As there is only one right way, but a lot of wrong ways, of using a tool, we see the necessity for actually learning how to handle these tools of language called words.

There are about 400,000 words in the latest edition of the Webster Dictionary.

No human being employs them all. The average man uses habitually only three or four thousand. The peasant laborer uses only a few hundred. More important, however, than the number of words a man uses is his skill in using them. A fine workman can do wonderful work with few tools, while an unskilled workman can do nothing worth while, even with all the tools there are. So what we need to know is the right use of words. New words will then take care of themselves.

II

BEFORE we undertake the technical study of words and their uses, let us examine some of the work produced by workmen who do not know how to use the language tools skillfully. Here are a few samples:

1. When a customer comes in, always speak pleasantly to them and ask them what they want.

2. On looking out of the window, the horse was gone.

3. Between you and I, these are not first quality goods.

4. I laid down after dinner.

These are common errors. We hear them every day. They pass us by, because the ear does not hold its sensations. But the moment we see these expressions in print, the errors stand out more boldly for the eye can return again and again to the picture.

Take the first sentence for example:

1. When a customer comes in, always speak pleasantly to them and ask them what they want.


To whom are we to speak pleasantly? To a customer.

How many customers then? One.

Hence: Always speak pleasantly to him and ask him what he wants.

The error here is that the singular number is not retained uniformly throughout the sentence.

Examine the second sentence:

2. On looking out of the window, the horse was gone.

The question that naturally arises is—Who looked out of the window? We need this informa-

tion to give the sentence balance and sense. Hence: When the driver looked out of the window the horse was gone.

The error here consists in not providing the sentence with a definite actor as subject.

Examine illustration No. 3:

3. Between you and I, these are not first quality goods.

This is one of the commonest errors in English. It takes many forms. For example. Will you lunch with Mr. S. and I? Will you go with him and I. The correction is this:

Between you and me, etc. Will you lunch with Mr. S. and me? Will you go with him and me?

The error consists in not using the objective pronoun uniformly after the preposition. To make the correction sound correct repeat the preposition and the error will stand out boldly. For example: Will you lunch with Mr. S. and with me. No one would think of saying: Will you lunch with Mr. S. and with I.

Let us turn to illustration No. 4:

4. I laid down after dinner.

The trouble here is that we do not know what it was the speaker laid down. When we ask him about it, he tells us that he laid himself down. Therefore, his meaning is this:

I laid myself down after dinner.

But laid myself is awkward. For this reason we have a short cut which permits us to say. I lay down after dinner.

III

THE reader is invited to try his hand on the following: The errors in these sentences will be studied in detail in future articles.

1. He (lay, laid) the book on the counter.

2. He (set, sat) himself on the chair.

3. On lighting the match, the moon rose.

4. It don't pay to be too exact.

5. Will you go with her and they.

6. I would of said that the price is high.

7. The price is low, she said. It is not low, says I.

8. These things seem strange to we in America.

9. Tell us whom it is that speaks.

10. They invited we girls to the theatre.

Another important factor which we will take up later for careful study is word position. Note how the sense changes with the changed position of the word only in the following sentences:

1. Only God can make a flower.

2. God can only make a flower.

3. God can make only a flower.

When we regard Words as language tools we mean that we shape our meaning with them. Words themselves are not our message. They are the means by which we give our message form.
General Conditions of Commerce as Reflected in the Shoe Industry

By F. C. Rand

GENERAL Conditions of Commerce as Reflected in the Shoe Industry—is a topic which might offer to any speaker all the latitude that his heart could desire; but I assure you that I am not going to attempt to exhaust the subject—I believe, however, that we may with interest discuss for a few minutes the more important facts which may influence the prices of shoes this year.

At the very outset I hope that none of you will suppose that I am able to forecast the market; on the contrary, it is my purpose simply to assemble some of the more important facts and present them to you for your consideration so that each of us may form an individual and possibly a clearer opinion on the subject. By this interchange of views upon known facts, a healthy co-operation along well defined lines should develop and undoubtedly this is the very useful function of your organization.

In the late summer of 1918 we realized that we would be unable to make as many shoes as our customers would need for the spring trade and following our best judgment, as well as the recommendation of the Government, we limited the volume of our orders to be taken by our salesmen. In order that each of our customers might receive a fair proportion of our limited output, we instructed our salesmen to urge our customers not to overbuy but to place their orders carefully. Our salesmen were also instructed not to solicit new accounts because we felt obligated to our regular customers for our first and best service.

* * * At the time, (March, 1919) this address represented the best judgment we could exercise on market conditions, but developments since that date have not confirmed our opinion. This is another evidence that one can look backward with more certainty than he can look into the future.

The leather market today is higher than it has ever been in my lifetime. I still feel, however, that the conservative action suggested in this address is the right policy for merchants, both wholesale and retail, to follow, and I have some anxiety about the present inflation and speculative tendency that exists in the United States.

Immediately after the armistice was signed there was some uneasiness about prices of shoes for the Spring Season. Some dealers bought too little for the Fall and Winter and a few who had bought had asked for cancellations. Up to this time neither course has been justified by later developments.

For some time before our entry into the war, commodity prices were unusually high, due in part to competition between the Allied Powers in their purchasing of supplies in this country and in part to a very natural bidding for labor among our own producers. Since we became a belligerent, this situation has been relieved in some respects, but intensified in others. The result was, and still is, that the shoe business and many others have turned on a question of production—that is, the shortage and increased price of labor, together with a somewhat lessened supply of raw material for civilian shoes.

Possibly by looking closely at these three conditions and the probability of relief from them, we can get some clue to the trend of prices on shoes this year.

Production—On account of military service, transportation conditions and labor shortage, production in some shoe manufacturing districts has been reduced more than half and this shortage cannot quickly be overcome.

Labor Shortage—was caused primarily by the draft, not only into military service but also the induction of skilled mechanics from shoe factories into munition plants—at high wages.

Wages Continue High—So far as the rate of wages is concerned, all of us know that during the past two years our wage earners have become accustomed to a high rate, with a somewhat corresponding elevation in the standard of living, and it seems hardly likely or fair that a sudden reduction will occur, although, no doubt, this important item in production will follow other gradual declines.

Shortage of Material—The supply of raw ma-
terial has had some effect upon the price of civilian shoes. It is said that considerable quantities of hides are awaiting shipment in South American ports and in Australia and a similar condition with respect to skins exists in Russia and India. It seems to me problematical when ships will or can be released for importing hides and skins. Our first work seems to be the return of our army and the feeding of Europe, for which there will doubtless be a draft upon all our resources. What relief may come along this line will probably be gradual and I think it speculative as to when an appreciable effect will come from this source.

We have to bear in mind, I think, that the Peace Conference has not finished its work and there may be questions raised which are too indefinite to consider at this time.

After making a careful analysis of all the conditions bearing on a given subject, it is not unusual for a group of intelligent men to weigh thoughtfully the same statements of facts and draw widely different conclusions from them—so when I read in the trade papers editorials and interviews from successful shoe manufacturers predicting still further advances in shoe prices, I cannot persuade myself to agree with them.

An advancing market affords a good selling argument and will tend to encourage speculative buying; but, in my judgment, this is a time when more consideration should be given to production than price, when the purchasing and absorbing power of your community should be studied, when stocks of shoes should be well balanced, for the public will demand better service in 1919 than it tolerated under the patriotic influence of war.

When these points have been thoughtfully considered, I believe that good business judgment will warrant the purchase of fall shoes in conservative volume for early delivery, if possible.

This is the time when American merchants and manufacturers should keep their heads—and use them. No matter what prices may prevail in August, September and October, manufacturers cannot close down their factories for five months and await developments; but they must continue to operate and therefore must buy materials from week to week, from month to month—if they expect to render to their customers that service for which manufacturers have obligated themselves in soliciting your orders and patronage.

Manufacturers feel keenly that you are looking to them as a constant source of supply—and we cannot shirk our responsibility to you and to those dependent on you. I feel that in addition to this responsibility of service to our customers, we have a patriotic duty to keep the wheels of commerce moving as nearly normal as possible—avoiding both extremes of speculative buying—or refusal to buy at all.

Speculation produces inflation in merchandise values, attended by great risks at this time—while the other extreme—buying nothing at all—will result in a panic.

I HAVE assumed for the manufacturer responsibilities and moral obligations; but in doing so the story is only half told for these same obligations rest on you. Your customers are looking to you to supply their needs and render to them the same service which influenced them to trade with you. If you fail to measure up to your obligations, whether if be from fear or indifference—you must expect to suffer the consequences in loss of trade and in loss of confidence.

Business is now and always has been an exchange of values—which implies a moral quality—the quality of fair play.

From a practical standpoint the business man realizes, not merely that honesty is the best policy, but that integrity in the conduct of affairs is only a reflection of the true, strong forces of nature. He sees that the delivery of a true article, the exacttion of a fair return for what he sells or does, is in keeping with the natural processes, and that a man gets back only the equivalent of what he gives out. And therefore, it is my purpose to speak to you frankly about the market and production as they appear to me.

The cost of living is high—the present prices of all commodities are high and the whole world has been influenced to some extent at least by the necessary waste of war, with its attendant disregard of counting the cost in winning the great battle for freedom.

These influences have asserted themselves in the commercial life of our people; but there is no question in my mind that all values must eventually seek a lower level—and the readjustment can be made without great harm to industry only if you and I and all thinking men approach the problem with calmness and courage and faith in the soundness of the economic principles on which American industry has been built.

To do this, merchants and manufacturers must work together in a spirit of helpful co-operation for each is dependent on the other. If merchants refuse to buy, even in a conservative way, then factories will slow down in production and all shipments will be crowded into the latter part of the season, making it impossible for manufacturers to make and deliver within a period of sixty or ninety days the same quantity of merchandise which normally is delivered throughout a period of six or seven months.

From the best information that I can gather, shoe stocks are below normal, primarily because of the limited production of civilian shoes, occa-

(Continued on page 12)
The Influence of Success

WRITTEN ESPECIALLY FOR THE DYNAMO

BY DR. THOMAS TAPPER

I

SOMEONE has said that we need only look deeply enough and we shall find an interesting lesson in any happening in life.

Let us test this out on the forthcoming struggle of Messrs. Willard and Dempsey at Toledo, an affair that will be history when this issue of The Dynamo reaches you.

One of these men is going to lick the other. This will make the winning man the world's champion. He will gain, by a short strenuous battle, a title, a belt, a lot of money, some moving picture fame and an international reputation. Or, in the words of the enthusiastic reporter: Success will crown his efforts.

Now any man about to undertake what lies before Willard and Dempsey must put himself in the finest condition through training. This training must be hard, continuous, even cruel in its demands. A great match like this is worked up through months of preparation, preceded by years of experienced training. I suppose it is just as hard to get into the upper class of the prize fighter as it is to become a great banker, or to get a store, or to write a book. It is not all publicity. There is in it an immense amount of private occupation, through which a man must get his skill and science, paying for them by unlimited self-sacrifice.

Well, one of these two men will be for a short time, the World's Champion heavyweight.

Have you ever stopped to think of what happens usually to World Champions? Of what becomes of them?

II

WHY does a man not stay Champion for a long time? The reason seems to be this: Through a successful bout, a man wins the title. With it comes reputation, popularity, money, yes lots of money; more money perhaps than the man ever had in his life. This money spells success. It buys things, chief among them being these two things, names no man should ever lose sight of. They are:

SATISFACTION and RELAXATION.

Give any man a hard battle to wage, a battle that requires sacrifice and cruelly hard training, let him win that battle and with the winning get a lot of money and popularity, and in ninety nine cases out of a hundred, in the moment of great success, the man is already licked so far as his next fight is concerned.

Because—

He will, unless he is a rare exception, let up on his training. He will buy useless things with his money. He will go into the easier life somehow and somewhere.

III

THIS peculiar trend of human nature is true not only of prize fighters, but of prize winners of all kinds. It applies to you who wants a store, to the other man who wants a house. Let us look at the steps once more.

Ambition urges a man forward. He has a goal or purpose. He works hard training for it. While the training is on, he sacrifices, he treats himself hard, goes without things, does everything within his power to make himself fit to win the coming fight. The great day arrives when he wins the belt, or he gets the store, or the new house. He thinks the great test of himself lay in getting this result.

He is wrong. The great test of any ambitious man is the way he takes the winning of the battle. If it affects him to the point that he lets up, he has begun to lose his next fight. For most men, not for all, but for most, there are in success two canker worms that feed on the very life of the man. They never let up, day or night gnawing at his strength. And the worst of it is the sensations they provide him are rather pleasant. The names of these worms are: SATISFACTION and RELAXATION.

But on the other hand, we occasionally hear of a man, who comes up with the success he has worked for, just as if it were a mile stone on the way. He says to himself—This stone marks progress, but it is not a stopping place. He nods pleasantly to it but keeps on, knowing there is another mile stone ahead and another ahead of that.

This type of man is not common. When you find him you discover that he thinks more of work and of service than of the money they bring. And he thinks decidedly more of work than he does of the unnecessary things money will buy. That is:

He never lets the conditions of life interfere with his purpose in life.

He knows that what wins the first battle must also win the second and the third and the fourth, namely—

FRUGALITY, SELF-CONTROL, PERSISTENT TRAINING.

Winning the belt is hard, but keeping it once you have won it is a mighty sight harder because two thieves are always trying to steal it. Their names are:

SATISFACTION and RELAXATION.

August, 1919
Spirit of the Times

I

ALL at once there came Peace to the World and Prohibition to the United States.

The former, however, has come as yet only in name, while the latter has actually arrived.

What do we mean when we say that Peace has come only in name?

The world is still stunned with the enormity of the carnage and destruction of the past five years. We may think we are over with it all and done with it. But like the reverberations of a great bell, it will ring in our souls for years to come. And furthermore, the whole world has become war wearied. We do not throw off the burden we have been bearing with a simple shrug of the shoulders. It will take time to adjust to the new condition.

And there is one best way to make the adjustment. Let us spend a few moments talking about this way, for it is necessary that we all work together.

Adjustment after any kind of disturbance cannot come through idleness, through being let down, run down, or played out. We must get our second wind and put more energy and more hope into our work. We must make a little more effort than ever before and do our work a little better. It is not so much a speeding up that is required of us, as a tuning up; a coming into tune with a new conception of old things. We must build a new brotherhood and acknowledge the need of working together—first for Service to one another.

II

AND Prohibition has come.

Here in a city of six millions of people, the day closed on John Barleycorn so softly that we were scarcely aware of it. The old man who has dwelt with us for a long time stepped out as gently and as silently as the light fades.

Yes, he has been with us a long time, has John Barleycorn and his presence has cost many millions, where education, for example, has cost only a few. It has been expensive to be entertained by him. Had he taken his tax in money alone, and let it go at that, he would have been less of a burden. But he took much more than money.

He stole men's thoughts from work, their better thoughts. Then he filched their time, stealing precious hours from home companionship. He was the enemy of Industry, Truthfulness and Ambition. He made men lie, steal and murder, still convincing them that he was entertaining and worth while.

John was neither a good friend nor a good investment. That he stepped out silently is the only good thing that he has ever done. And he carried a heavy burden of responsibility for Sin with him.

Taxes are heavy—sure enough; but the tax which alcohol imposed on our Nation ran up in the hundreds of millions. Good riddance to it.

III

IN a report recently issued by the Federal Reserve Board, we are informed that, although prices remain abnormally high, there is an increasing and enormous volume of retail trade throughout the Country. In fact, reports on the volume of business from retail establishments in New York and Chicago estimate sixty-six per cent: increase in the former and thirty to fifty in the latter city.

One of the most troublesome limitations of business in the East is lack of building. The suspension of building operations in and about New York is attributed to the difficulty of obtaining loans. But there is a distinct revival in the middle West and West. In Chicago, building permits are nearly 170% of what they were a year ago.

That pulse of the World's business, the steel industry, is operating a reduced output at the mills. At the same time however, steel stocks are advancing materially in price.

All these facts are reassuring. But let us not forget that ever since we entered the war, we have poured out money in a lavish stream, an amazing amount of money which has taxed us heavily, both in the price of commodities and in direct tax payments to the Government. The Commercial and Financial Chronicle, of New York, said recently:

Our own people perceive very clearly what lies before us. A return to rigid economy, after the seemingly forced expenditure that could not stop to count the cost. There must be a reasonable provision for the payment of interest on, and retirement of, the National debt that may reach as high as thirty billions of dollars (Even on March 31st last the National debt of United States was only a trifle under twenty-five billions).

It should be particularly interesting to readers of The Dynamo to read the following evidence of the production of goods and the unbalance of prices of goods as compared with pre-war times. The Wall Street Journal, quoting a well-known dry goods expert of Buffalo, New York, said, recently: The market for low and medium priced dress goods abroad is simply enormous. We can undersell any other country in the world in this respect. Prices in England for cotton and woolen goods have increased three and four hundred per cent. In other countries in Europe the rise has been far greater.

Dress goods that sold for five shillings a yard are bringing 17 to 18 shillings a yard now. Men's suits that we can sell for $25 fetch eight and nine pounds over there. And there is no plentiful supply on hand of any of these goods.

August, 1910
Influence

BY A. W. ARMSTRONG

Carrying out the idea of publishing the speeches which were to have been delivered at our Annual Banquet, we present below the address of Mr. A. W. Armstrong, Manager of our store at Webster City, Iowa.—EDITOR.

It is both a pleasure and an honor for me to stand before you tonight. A pleasure because I am among friends—among men bound by a common interest; among men who have a heartfelt desire to serve one another and the highest interests of our organization. This is an honor because I stand in the presence of men who have past and present achievements of notable success to their credit and of men who have before them, doubtless, measures of success that will far outshine the records of the past.

If I were to express to you tonight in a single phrase my idea of what the Influence is that has made this Company and its individual members a splendid success I should say that it is THE INFLUENCE OF AN IDEAL; the Influence of a Standard of Conduct in Business.

The influences which touch our lives are many and varied. There are the influences of the past, the influence of religious and political convictions, the influence of the daily press, of the books we read, of the pictures we see, the talks we hear, the conversations we hold. All have their bearing. But above and beyond all these there is a dominant Influence which asserts, directs and uses all these other influences for the attainment of an Ideal. In other words Men are the Masters of Their Own Destiny.

It is up to every man among us to choose the influences that will make us living examples of this ideal. Let us choose from the past the memories that help to make us better men. What, though we stand with the poet on the rocky ocean shore and feel the tender lonesomeness which called forth the sentiment in the words:

Break, break, break! On thy cold gray crags O Sea,
And I would that my tongue could utter
The thoughts that arise in me

Oh, well for the fisher lad as he shouts with his sister at play,
Oh, well for the sailor boy as he sings in his boat on the bay,
And the stately ships sail on to their harbor under the hill
But O for the touch of a vanished hand and the sound of a voice that is still.

Break, break, break! At the foot of thy crags O Sea
But the tender grace of a day that is past will never come back to me.

Such memories are not morbid. They are beautiful and bring a little of the sublime into our lives—
LET us take in and give out in our daily life the influence of Service. An humble carpenter in an obscure country on the shores of the Mediterranean Sea about two thousand years ago said: He that would be greatest among you, let him be your servant. Countless millions have felt the influence of the truth in these words. Service is today one of the biggest words in the English language because we are beginning now to realize the truth that Jesus taught. We are out for the best there is in life. The way to get it is to
Give to the world the best you have,
And the best will come back to you.

Let us live the influence of a hopeful nature. Fill all the dark days and dismal outlooks of life with a hope built on worthy desire.

Hope, like the glimmering taper's light,
Adorns and cheers the way,
And still the darker grows the night,
Emits a brighter ray.

Every one of us has faith in the aims and methods of our organization. Make this faith an influence in your daily life that will inspire the faith of the men associated with you in the store. Hold fast to the highest motive. Help men to help themselves.

THEN there is the influence of honesty and loyalty. Some one has said: An honest man is the noblest work of God. What an influence to spread is that of honesty.

May your influence and mine, brother, be that of honesty, courtesy, courage, loyalty and service. And may it be said of us when life's evening comes and the shadows fall and each of us shall lay him down to sleep. He lived not for himself but to help his fellow men. Nay, further is it too much to hope that when we shall wake to a new life and respond to the angel beckoning there on the delectable mountain of eternity—is it too much to hope that glancing back we may clearly see the men of this company, each the central influence of a multitude of optimistic thoroughly trained business men—each one all that a thorough American should be—coming on with shining faces set toward an ideal—the high ideal of the J. C. Penney Company?

General Conditions of Commerce as Reflected in the Shoe Industry

(Continued from page 8)

In these splendid figures no consideration has been given to cotton, the principal production of the three states—I have directed your attention, as it were, only to "the pocket change" which adds such great purchasing power to your territories.

(Turn-Over)—No merchant can afford to miss sales for lack of shoes on the grounds that he may expect a lower price at a later date; for after all, it is The Turn-Over in business which really counts and makes for success or failure, and you cannot turn over something which you do not own.

(Expense Account)—Granting that all merchandise is sold at a price higher than its initial cost, why then should not every merchant make money continuously? Doubtless every member of this Association knows the answer—"The expense account or overhead is too high"; but I have no doubt that there are some present who do not give to this most important factor in business the constant attention which it deserves. The prices of materials, and in some degree the rate of wages, depend on the law of supply and demand; but the overhead charges in your business and mine depend upon its management and go up or down in inverse ratio to thoughtful attention devoted to them.

(Taxe)—In this connection, there is (Continued on page 30)
The Benefits of System

I

TIME yourself while you count these dots:

..........................................................

And then while you count these:

..........................................................

There are the same number of dots in both illustrations but you can count the dots in the second group much more rapidly than you can those of the first.

Note that the ability to count has nothing to do with it, but the arrangement of the dots has. In the one case systematic arrangement permits the act of counting to proceed rapidly; in the other the absence of it demands a slow count.

Now let us all look around the office and the store and try to discover by what scheme or arrangement of things we are endeavoring to do business. If it is the first, then every act of life costs more in time, motion and feelings than it should.

But before we condemn the arrangement of things in the office and store, let us ask what it is that brings about the chaos. You never see things in an office jumping into confusion on their own initiative. And you never see an office man deliberately jumbling them. The condition of things which produces confusion is a picture of our own mental processes.

The jumbled office is a photograph of a jumbled mind.

II

IN the contributions to THE DYNAMO from workers in the stores we find repeated emphasis of the subjects of Order, System and Arrangement. Many writers have pointed out that to return goods to the shelf in the proper condition is no burden to the salesperson who has been showing them, while it is decidedly a great help to the next salesperson who goes to that department.

And further the systematic arrangement of goods on the shelf is not only a help to the salesperson, but the fact that they are in condition to be shown with ease and rapidity and with no loss of steps or motions, makes a decidedly good impression on the customer.

So it can do us no harm to stop and inquire, whether we are working with a jumbled mind or with a systematic mind.

III

I OFTEN think we do not handle human nature, our own and that of other men in the best way. Of course, THE DYNAMO, is constantly prodding everybody to do everything in a better and still better way. Sometimes we resist this call, but if we still sit down and patiently ask ourselves one question, we can help matters very much. This is the question:

Why should we, for example, try to find out if we have a jumbled mind, a mind like the dots in the first illustration, and then strive to improve it?

Well, the answer is, It Will Pay.

This answer interests everybody, because everybody is interested in what pays.

What kind of pay in this case?

BETTER ORDER, SIMPLER SYSTEM, LESS WORK, QUICKER RESULTS, GREATER SATISFACTION, TIME SAVING, GREATER ACCOMPLISHMENT, and on top of it all MORE MONEY.

The jumbled mind goes out to walk and continually steps on its own feet. The orderly mind is a fleet-footed runner that goes straight to its goal and seldom gets tired. Mr. Penney has related in this magazine that he never could work well behind a counter, where the floor was littered with rubbish. Anyone who knows Mr. Penney need not be informed that his thinking process is always like the above picture of the well arranged dots. His mind is never jumbled. Hence, to go behind a counter, where he is compelled to wade through debris, affects him as a fine watch is affected when someone sprinkles salt in the works.

IV

WHEN musicians are to play together, the first thing they do is to tune their instruments to a common standard of pitch. Then they agree. But one violin out of tune in an orchestra of a hundred puts the other ninety nine players out of business. So long as that one error is present, the work of the rest is ruined.

If that one fiddler depends for his living on playing the violin, it will pay him to tune as quickly as he can. Otherwise he will be cast out to constitute a class by himself.

An organization must necessarily proceed as this orchestra does. That is, it must tune to a standard pitch. This standard is Systematic Thinking. If anybody feels full of originality let him throw his originality into expression, but he must still play in tune.
SEVENTY-FIVE NEW STORES

There is joy and enthusiasm in the hearts of all of us for announcement has been made that our Company will open about seventy-five new stores next spring. Seventy-five new channels for rendering service to the public.

This is the largest number of stores we have ever opened at one time; it is the most progressive step forward our Company has made in this line.

Analysis of what this increased number of stores means will no doubt be interesting at this time:

Primarily, this means that seventy-five new managers will be appointed from our ranks.

It means that approximately seventy-five men who have not hitherto had a material interest in our Company will acquire it at this time.

It means that every man in the stores, will take another step forward toward the much coveted goal of managership.

It means that our congenial family will be increased by approximately five hundred men and women.

It means the resumption of expansion which was retarded due to causes brought about by war.

It means increased purchasing power, which in addition to giving us increased prestige in the market automatically gives each man in the organization a backing that he could not hope to obtain were he in business for himself, for by his affiliation with our Company he is enjoying the benefits of cooperation.

It means the quickening of the pulse, the surging of new sap through the trunk and branches of the Organization.

Lastly it means the resurgence of interest and enthusiasm, which is the clear call to all of us so to prepare ourselves that we shall be ready at all times to step into the post just ahead and fill the requirements in an able manner.

Let us hope that these seventy-five stores are but the advance guard of that long line of service stations destined to reach from Ocean to Ocean.

YOUR INFLUENCE FOR GOOD

The extent to which individuals and countries are swayed by mental influence is just beginning to be understood. A man prefers, of course, to believe that he is the master of his own conclusions and the arbiter of his own conduct. But let one ask himself how he arrives at any given conclusion or decides upon a certain line of conduct and unless he relies for guidance upon an intelligent conception of Divine Principle, he will have to admit, if he is equal to the analysis, that he has been swayed throughout his career by influences not entirely his own.

The significance of the influence of our lives upon others and the lives of others upon ourselves leads us to believe that a study of this subject at this time is most opportune.

For seventeen years this Company has exerted and continues to exert an influence for good, not only upon the hundreds of men and women in its employ, but also upon the communities in which it operates. We might even go so far as to say that this Organization has been an influence in raising the standards of the entire mercantile industry.

Men in our ranks who previously had no fixed ideal in life, have caught the vision of a definite purpose through their association with our personnel. They now seek to emulate those at the helm. They have developed a sincere desire to render significant service to their associates and to the public.

Knowingly or not, all of us disseminate an influence ceaselessly. It may be good, bad or indifferent. But how important it is for the upbuilding of ourselves and our associates that this influence be of an altruistic nature.

The men and women of our stores can render a
great service to our Company if they will bear in mind, while waiting on customers, that their attitude, what they have to say, how they say it, even the expression on the face, have a distinct influence on the customer’s mind. Quite frequently when one is ready to buy the clerk passes some remark or does something which causes the customer to change his opinion and go elsewhere.

I have a friend who is a good salesman, a good stockkeeper; he knows his line thoroughly and is one of the biggest hearted men I have ever known. Yet all his understanding avails him nothing for he has the unfortunate faculty of making his replies terse and snappy, which together with the fact that he seldom smiles, when talking business, turns customers away from his counter.

The influence of a smile goes a long way. Personally, I believe the man with a smile is good at heart. If he is terse or sharp with his answers I can readily understand it may be only a peculiarity. My friend, while realizing this drawback, has so far been unable to overcome it. The result is he does not remain long in one place.

I am convinced that the greatest influence for good that you can wield is by your personal example. Your own undeviating devotion to high ideals will do more to encourage and help other men than the verbal council you may offer. The effect of a great example cannot be fully estimated, for when you least suspect it you are undoubtedly influencing those about you.

Life is precious and the opportunity to do good, through example and service, imposes a sacred obligation upon everyone of us.

Let your best self be expressed in your speech, manner and personality, that you may be a constant help and inspiration to other men.

KEEPING YOUR HEAD

The other day we enjoyed a brief visit from the manager of one of our Western stores. Considering the short time he was with us, I was fortunate in being able to claim a little of his time.

His conversation was inspiring as he told me of the way he and his associates have surmounted the obstacles which have beset them and of his hopes and aspirations for the future.

Of all the things he told me there is one statement he made in connection with the approachability of the officers and Directors of our Company, which produced a lasting impression on my memory.

It was this: I have experienced keen pleasure in my first visit to New York and finding the executives of this organization so approachable, so anxious to do everything they can for my welfare; and especially to find that with all the success they have attained they have been big enough to keep their heads. Money has not turned them; they are just the same as they have been for years, except that they have progressed intellectually and spiritually.

They have kept their heads. There you have it! There is nothing strange or singular about this to the man who has a knowledge of the fundamental principles of our organization. But to the man who has not had an opportunity to meet our executives, there should be a significant lesson in the statement of our visiting manager.

Some men when they attain success become cold and indifferent to others, they shut themselves up in a shell, so to speak, making themselves unapproachable and thoroughly disliked.

To the men of our organization who have the privilege of associating with men, who are not tainted by the viciousness of avarice, greed and self-aggrandizement, and who have the faculty of profiting by the experience of others, this association should be of inestimable value.

Every man must learn to keep his head.

A CORRECTION

Under the heading, Discussion at Store Meetings, an editorial published in the June issue, we erroneously referred to Mr. Kendrick as the gentleman who discussed the subject of shoes, whereas we should have credited the address to Mr. W. M. Eskridge. Mr. Kendrick read a most interesting paper on the subject of Window Trimming, which has since been published in The Dynamo.

* * * *

Some of our stores are forging ahead at such a rapid pace, we feel that the attention of all our associates should be called to the increases being made. Sales for the month of June in our store at Wichita Falls, Texas, show an increase of 156%; Mansfield, Ohio, is credited with an increase of 114%, while Alma, Mich., increase is 92%. The Dynamo joins in extending congratulations.

* * * *

Read Mr. J. C. Penney’s interesting article in the American Magazine for August entitled: It is one thing to Desire—and another to Determine.
READY-TO-WEAR DEPT.

There are always a great many talking points to be availed of in selling merchandise. You will have more for the coming season than you have ever had before.

There is going to be a great shortage in Ready-to-Wear. Naturally with the shortage you are going to have higher prices as the season advances. One of the talking points you can use with a customer who wants to delay her purchases until a later date is that she will have to pay more money. Another is, and it is much more serious, she may not be able to secure the desired merchandise at all. We know of several manufacturers of ready-to-wear lines who have sold up their output for the next three months. We know of others that are talking of closing their showrooms for the season within the next few days as their output is practically sold out. It is hard to realize that there is such a serious condition in the market, for we have always been able to secure merchandise in the past at some price.

A great many difficulties enter into the manufacture of Ready-to-Wear lines: First comes the securing of materials of which there is not enough in the country today to supply the demand. Next is the labor question. This is very serious. Ready-to-Wear manufacturers have always depended on foreign labor to take care of this work, and as we have had no immigration to this country for over four years and as the demand has increased in the Ready-to-Wear lines, you can readily see the great difficulty they are having in turning out the necessary garments to take care of the business. Another thing that enters into the labor question is the new arrangement which was made at the time of the strike here in New York; that is, operators are working forty-four hours a week now and on week work instead of piece work. For illustration: the operators who used to turn out twelve garments a week when they were working on piece work are now turning out about six garments as week workers. Another thing that enters into the agreement with the union is that the manufacturers are compelled to give their employees work ten months of the year.

As the Ready-to-Wear business has heretofore been seasonal business, which required only about seven months to turn out the necessary garments by working overtime, it has changed the plans of the manufacturers entirely and they have to be very careful not to put on more operators than they can carry through the entire season as agreed upon.

We are not alarmed at the situation, but are just writing you these facts so that you may be able to use them in explaining to your trade the conditions in the market. We are sure we are going to be able to secure merchandise when a great many others will not be getting deliveries at all. We need not be alarmed at higher prices, for you will be able at all times to meet competition. Keep in mind that there is a general tendency all over the country to sell better merchandise, and in selling better merchandise you are always going to be able to please your customer better. If you sell a garment which proves satisfactory, your customer will forget the price she paid, whereas if you sell a garment that does not give satisfaction, she always remembers you sold her a poor garment.

R. A. PILCHER

FURNISHING GOODS DEPT.

DRESS SHIRTS

We are receiving a great many orders for the better grade dress shirts which we have been able to fill at higher prices than specified on your orders. Dress shirts made of woven satins, stripes, fibre, silk and cotton fabrics, tub, broadcloth, and crepe silks are very scarce in this market. The prices are just double the price of normal times. It is impossible to buy any silk shirts for less than sixty dollars per dozen and at that price the quality is rather light.

The high prices of dress shirts do not lessen the demand. The manufacturers are able to sell all they can make. The demand is very heavy for the better grade shirts.

WORK SHIRTS

Sixty days ago I would have been shot at sunrise to have written an article on this line, but a few days time has made a great change in the prices of work shirts.

The market prices today (July 15th) on the O. K. brand is more than we have ever owned them at, and we are advised they will go still higher.

OVERALLS

Sixty days ago, denims were offered very freely at 25c. It is difficult today to buy them at 37½c.; an advance in price of 12½c., which increased the price of an overall for men, such as, Pay Day $5.62½ a dozen for material alone. Manufacturers have found it necessary in the past sixty days to increase the scale of wages to all employees. This has increased the cost of making overalls about ten per cent. With these facts in view, it is reasonable to assume that our next contracts will be at a much higher price.

A. J. PATTON

SILKS AND DRESS GOODS DEPARTMENT

The editor of The Dynamo has asked me to write an article on market conditions pertaining to Department D. On looking over Mr. Otis’ article in the July issue, I find it needless, as he has covered the ground thoroughly. However, I will add this: Merchandise is scarcer and higher than it was last Fall, and the phrase: Prices subject to change without notice, is more common than ever.

One of the largest woolen mills manufacturing popular priced dress goods advised us that they would have no woolens for next Spring. Then again, for the Spring of 1920, there are some items we are unable to buy in the quantity we need. The mills tell us how much we may have. Yet, with conditions as they are, we do not urge anyone to anticipate too far in advance in their purchases, as one never knows when a decline may come.

I have recently returned from my maiden trip in the field and I wish to say that it was a wonderfully helpful one. I know that the stores can be served better in this Department than ever before. It has given me a clear understanding of your needs, and it has also given us a chance to talk over different matters face to face. This certainly is much better than depending on black and white.

A. E. KRETISCHER

CLOTHING DEPT.

Since the last issue of The Dynamo you have had the opportunity of seeing and buying the line of clothing for Fall that Mr. Lieurance has been showing on the road. We have received a number of very interesting letters regarding this line and everybody seems to feel enthusiastic over the outlook for Fall in this department. We feel as you do that our clothing business is just in its infancy, but with this class of merchandise in your house (quality and make considered), you should be able to meet any competi-
HOW WE MAY GIVE BETTER SERVICE

A very popular slogan of our company is: We serve you better. And to this slogan I wish to call the attention of all of our members. That the J. C. Penney Company wants to maintain this distinction in the commercial world is a foregone conclusion and the only way they can do so is by depending on you and me.

The heads of the company rarely come in contact with the buying public. Hence on our sales force rests the responsibility of keeping before the public the fact that we are really here to serve them better. Many salespeople have the idea that getting the money is a high art. But as near as I can interpret the words of our man from the J. C. Penney Company standpoint there is decidedly more involved.

The old woman after her spoon of thread, the little child with the note explaining his wants, these are people that should receive attention as readily as the person who comes in to spend a ten dollar bill. I have often noticed Mr. Lovvorn when selling an old woman a pair of shoes. His jolly remarks and his uniting patience serve as an excellent example of true salesmanship, worthy indeed of our imitation. I don't mean to decry any one's method of selling goods; every individual has a way of his own in waiting on trade. But my idea is to bring home the fact that we can all put forth just a little more ginger not in what we say but in how we say it. Notice the little things because they very often are the ballast that will swing the scales to your side.

Offer a chair to the old lady or the mother holding a baby. Pack the several small packages into one so that they may be more easily carried. Tie the loose hanging package with a firmer twine. These are small items; but, you can bank on it, they are appreciated by your customer. If you place yourself in their positions they will have a kindly feeling for that clerk. It is human nature. It is a very noticeable fact that salespeople in some stores fail to give these little attentions to customers and they, not the customers, are the losers. For usually a salesperson's salary depends in a great measure on what the public thinks of him.

The popular clerk is probably the best paid member in the establishment not because he is any wiser than the rest, but because he has the initiative to notice the little things that cater to the buyer's wants.

There is a law of compensation which reads: As we sow so shall we reap. If we will take the trouble to look around we can readily see why some people are successful. Bakersfield, Calif.

FRANK REID

HANDLING THE CUSTOMER

HANDLING the customer: This is a subject upon which too much stress cannot be laid as it is the foundation on which the success of our business rests.

While we all know that our value-giving has helped immensely to build up our business, courtesy and good will have played an important part.

Always bear in mind that no one is compelled to come to our store to trade.

While our newspaper advertising bring us results, I am sure you will agree with me that our so-called J. C. Penney Company boosters bring us greater results than any newspaper ever can. Let me prove that to you. A paper is printed, it is read one time only (with a few exceptions it is referred to again) and maybe Mrs. Smith will come to the store to see what was advertised or to see who else is shopping.

But our other advertiser is Mrs. Booster. She has been handled right, she was accorded a courteous treatment and was convinced that she was getting value received and naturally she told her neighbor Mrs. Brown. Of course Mrs. Brown is coming in just to look around a little. And right here Mrs. Brown has got to see something every possible courtesy or she might leave with the wrong impression. But get Mrs. Brown lined up right so she in turn will keep on coming. This you see is perpetual advertising and does not cost us one cent. We owe it to the Company we are serving.

I appreciate the fact that I had the experience of being present and assisting in the opening up of a new store. I know what it means to spend time showing people our goods, comparing values and explaining our system of doing business. I can assure you that we had to be courteous to build up the business we have, and we must be just as careful to guard what we have worked so hard to gain.

The old time merchant who could sit back and exclaim: My business is built up, is no longer in the game. Time has changed this way of doing business and it requires perpetual alertness to keep it coming your way.

To be plain, use horse sense; be pleasant with everybody; it creates a brotherly feeling. People will feel at home in our store if we are courteous and congenial and you can rest assured that the name Penney will be uppermost in their minds. When they think of anything they need or intend to buy they will make our
place their headquarters. And that is what we want.

Human nature is at your disposal every day you are behind the counter and you have a golden opportunity to study it. Do not show a reluctant spirit.

The matter of approaching a customer is a matter that has come to my attention time and again. For instance; a clerk approaches a customer saying: What do you want? or What is it? Now this may sound all right to the speaker but let me put that question to you point blank. When you approach a customer address him by name (if you know it) say, in a soft tone of voice: What can I do for you? Many sales people have the habit of saying: Is that all? when they have finished waiting on their customer. This expression has always seemed harsh to me and sounds no better than if one said: Gee, is that all you are going to buy?

Claims: Here is a branch of our service that leaves much to be desired. While the clerk as a general rule, does not handle claims, it may be of interest to say that some of our staunchest friends or our worst enemies have been the result of a claim. We are in our own class and we must maintain our reputation by remaining in a class by ourselves. You have had all cases come to your notice where a customer has deserted another merchant over a claim. It is true that we have been too lenient with some of our claims but I feel certain that it has been good advertising and that we will be well repaid in the end.

Show plenty of merchandise. Do not throw out a piece or two. A customer feels the effect of a lack of attention and when you have the time, show goods that are not called for. The customer is going to tell some one that the clerks are polite at the J. C. Penney Company and she will also mention the new goods that they are showing at the store.

Talking to another clerk while you are waiting on a customer is about as rude as can be and shows that you are not giving your customer your entire attention. Now from personal experience I want to mention a little shortcoming that happens frequently which is very humiliating to a customer. I refer to clerks getting together and laughing about something. This creates a bad impression.

Our customers are to us just as a doctor is to a patient. We are the advisors. It is up to us to be able to explain the makeup and good qualities of an article. We can often make an error in selling an article knowing that it is not suitable for a certain purpose and that, in time, our customer will be displeased.

Turning a customer over to another salesman at the proper time and in the proper manner has been a great help in building up our sales and sending out satisfied customers. Quite often one of our girls will be showing a man some ready-to-wear while one of our men will be waiting on a lady for underwear or a corset, here is an excellent opportunity to exchange customers and if done in the proper manner, you will be rendering a service not only to the J. C. Penney Company but to both of the parties who come in our store. We all know that it is embarrassing to a woman to have a man show them underwear or corsets. Many stores have girls who look after these departments exclusively.

There are other times when it is profitable to turn a customer... and that is when you have satisfied yourself that you have either created the wrong impression with your customer or that you are losing the sale on account of you not being familiar with the department. Always obtain the consent of your customer before turning her over to another salesperson.

When we are confronted with an exchange, make a special effort to be cheerful, show a willingness to exchange an article, or make a refund if necessary. We all know that it is an unpleasant task for some people to ask a salesman to exchange something that had been purchased but if we meet this task in the proper spirit it will leave an impression on that customer that will pay you well.

Huron, So. Dak.  E. F. FAHRENDORF

SHOVELING COAL

I SERVED my first year with the J. C. Penney Company at Provo, Utah, in 1913. Mr. G. G. Hong was manager and in one of the many good talks he gave us he compared running a store to railroading. He said all railroads had down grades and level stretches but they all had up grades.

So with our business. At times we seem to hit the down grade. Our sales are way above our expectations. Then is the time to remember there is an up grade which is sure to come and unless we have a good head of steam on it, will be a dull time for us.

Here follow a few suggestions that will kill the fire under the engine or keep the stopcock from blowing off steam all the time.

When a customer enters your store finish the confidential talk you are having with another clerk. Let the customer come to you and ask to be waited upon. Don’t bother to show any merchandise that is not called for. Be as independent as possible, even grumpy.

Is that the way we should do? No! No! Let us be coal heavers and keep up steam.

It has been said: A smile is worth a million dollars and doesn’t cost a cent. Let’s smile. That is what will make the fire under the boiler roar. Meet the customer at least half way, all the way if possible. Make her feel you are glad to see her and glad to show merchandise. Always try to suggest something that you know is a real bargain.

If a lady enters the store with a child in her arms, don’t let her stand and hold the child while she is in the store. Give her a chair and make her comfortable. Boys, it is the little acts of kindness that helps keep up steam. And, too, if you meet some real happiness in this life there’s no better way to secure it than by making others happy.

We have many A-1 assistant firemen to help us over the long hard up grades, to me it seems that we have a better road bed, better engine, better train crew, in fact, very, very much in our favor. So let us do our part and we will always have a good head of steam.

Loveland, Colo.  I. A. POOTE

SERVICE A CUSTOMER SHOULD HAVE

TO serve is to perform an act of kindness, an act of assistance or an act of courtesy. In fact, as has been said, in some of our advertising, courtesy is about nine-tenths of service.

When a stranger visits our store, his opinion of our enterprise, thrift and progressiveness will, in a large part, be based upon the manner in which he is received. Every person should have prompt and courteous attention whether they come to buy or to look. As a rule, a looker, if given proper service, will become a buyer later.

We should not forget the small acts of kindness. As five pennies make a nickel and twenty nickels make a dollar and dollars grow into millions, as surely will these small acts of kindness and courtesy accumulate into greater things. Henry Clay has truthfully said: Courtesies of small and trivial character are the ones which strike deepest to the grateful and appreciative heart.

As a rule, when customers enter our place of business, they know for what purpose they came. Then, to be of best service, we should know our stock, be able to answer questions and answer them correctly. We should make them feel just as welcome as if they were in our own home; glad they came and twice as glad to serve them. Let us remember, at all times, that the person wishing to purchase only a five cent article is just as deserving of our full attention as if it were a suit or some larger purchase.

In order to be of best service, it is of utmost importance that we be able to read human nature, to a certain extent. That which may be the very best of service to one person, may be unwelcome to another. For example: A man comes into the store and asks for a pair of overalls. You find the desired article and the sale is made. Thus far, the service is complete; but, in justice to your customer...
his attention should be called to other articles, which in your mind, might interest him. This may lead to several other purchases and he will thank you for the interest shown.

On the other hand: After the first purchase is made and you find that your customer has all he desires, thank him for the purchase, and you have gained a friend. If you bore him by trying to force upon him other articles in which he has no interest, he may never call again. There is such a thing as becoming so zealous in making a sale that we engage our customer in an argument. Don’t argue with your customer, it is not tact. Arguing and business do not go together. Be kind, courteous and have respect for your customers' views whether they are right or not.

In speaking of service or courtesy, we should not fail to mention the children of tender years who are entrusted to come to our store to make purchases. Every care and kindness should be shown them, that they may go home with exactly the article they were expected to purchase. Make friends of the children, thereby, you do great service to the parent and make a lasting friend of them.

Be on the alert at all times. Watch the entrance and when a lady comes in be on hand and give her a word of welcome. A little thoughtfulness shown in this way costs nothing and goes a long way toward making her feel at home. In case you have a customer, see to it that she has the attention of another salesperson or, say to her that someone will attend her immediately. Don’t tell a customer that the shoe department is in the rear of the building, when she asks for shoes. Go along with her and see that a salesperson takes care of her needs.

Don’t say that the boys hosiery will be found on the other side of the store, but rather take the customer to that department or finish with her yourself. When you have finished with a customer, more especially, with a lady, accompany her to the front door; thank her for her call and ask her to come again. These courtesies, though small, are a few of the many little acts of kindness which constitute the service a customer is entitled to.

Then, the matter of the stock of merchandise plays a very important part in the service a customer gets. Getting what you want when you want it, is real service. Having stocks so arranged and kept so that we may serve a customer with the least possible delay is another item of service which should not be overlooked.

Van Anburg says in The Silent Partner: The larger stores must have the shrewdness to buy right, nor is it in the smartness to sell much, although these two qualities are necessary. But the one big powerful punch in business today is human service.

Mr. B. Ginner,
care J. C. Penney Company,
My Dear Bud,
It seems to me Bud, that you are mightily interested in Lights and Lifts. Well I don’t blame you. Certainly the article brings out some very practical points. Take my advice though Bud, and don’t leave too many rocks in that direction. There’s quite likely to be a rather strong come-back.

Speaking of practical points Bud, did you ever see anything to outclass our DYNAMO in the July issue for real practical store-keeping advice and inspiration? Fact is, Bud, I don’t see how any young man or woman in the employ of the J. C. Penney Company could help being inspired to make his or her position more worth while after reading the July DYNAMO through.

That was a hot one right off the bat, that Brother Payne gave us on Co-operation. Glad it didn’t apply to me for I agree with him perfectly! I have never yet looked at merchandise shown by a traveling salesman or one outside our organization but that I came away feeling glad that I was not the other fellow, the other merchant who had to buck competition and pay the prices so far in advance of ours by comparison. We’ll have to take off our hats to the buyers who have made this possible.

And say, Bud, did you ever have a traveling man come into your store and tell you that he sold all the other stores in the combination. Another gag they have is: Say do you know Towner of Pittsburgh, Kansas, or Smith of Midvale, Utah or Faidley of Grand Island Neb. as the case may be, Well sir I sold him a big hill last week and he told me that he felt sure if the New York buyers only had the opportunity to see that stuff they would buy it for the entire chain. Some of the fellows must fall for this bunk or they wouldn’t peddle it so much.

I was vastly amused not long ago by a salesman for a jobbing house who came into my store and told me that he had the biggest kind of a bargain in men’s 220 denim overalls, the best made, roomy, cleverly built overall on the market. Beat the Pay Day which we had on our counter all to a frazzle. The price he quoted was quite a good deal higher than we had paid for the Pay Day and about on a par with our retail figure. I said: Let’s see it. and he took from his sample case a pair of Cone’s Boss overalls. You can depend on it, Bud, that the bargains these fellows show are either baits or, as in most cases, they do not know what they are up against when they try to sell a J. C. Penney Company store. What’s your experience, Bud?

With kindest regards, O. TIMER.

* * * *
Mr. O. Timer,
care J. C. Penney Company,
Friend Old Timer,
Yours received. You’re right, Old Timer. I am interested in Lights and Lifts. I sure want to see what the lady author does to those dead weight dames. If she can convert one or a dozen of them into candidates for class number one she will have well earned the use of all that valuable space she takes up in THE DYNAMO.

The July DYNAMO sure is a hummer. Notice some of our friends are really getting into the habit of writing for THE DYNAMO. What a wealth of practical hints and suggestions we are getting from Payne and Horn and a lot more of the boys and the preachers from Sherritt and Armstrong were not so bad.

Now there are a few others, Old Timer, that ought to be in on this. There is Carl Malmsten. He must be back from his annual June fishing trip by this time and he ought to be in tune for a good DYNAMO article. Carl is a good old scout and full of practical common sense but awfully modest about handing out his knowledge.

I also notice that Smith of Midvale has awakened to the consciousness that he can contribute something in the way of a speech at a store meeting, or an article for THE DYNAMO. Knowing him as I do I can appreciate his effort to the full.

I had to laugh, Old Timer, at your story about the overall drummer. Those fellows don’t trouble me any more. I have had all that dope I care to have and I’m like Payne: Me for the black book first, last and all the time.

Yours respectfully,
B. GINNER

August, 1919
CAN I BE DEPENDED UPON?

THE writer was recently in conversation with a successful business man, who was unavoidably absent from his business.

It was a source of much satisfaction to him when he referred to his head man, as follows: I have great confidence in this man Jones. He can be depended upon. The store will be open on time and he will meet every issue that comes up, using good judgment in all business affairs, his best does not seem to satisfy him, he strives to find a better way.

Let us apply this remark to ourselves: Can I be depended upon to reach the store promptly at the specified time in the morning? Or is there a question of my getting there on time? I might find an excuse that would satisfy the boss, but the man who gets there every morning like clock work is the man to be depended on; not the one who is able to hatch up an excuse.

Am I prompt in seeing and doing the work that should be done without being watched? Have I the initiative of doing the right thing at the right time?

We often hear the remark: Well I have done my best, and that is all anyone can do. This is often an excuse for a failure. Never let your best be anything short of complete success.

Can I be depended upon, to help curb leaks and mistakes in business? Do I know that the discarded boxes do not contain an article of merchandise? That there is no waste of paper, salesbooks, pencils, string, or time?

Do I take the responsibility of satisfying a customer when a mistake has been made, or a wrong impression given? Or does the customer go out dissatisfied and without an explanation, if the boss is not right there to take the situation in hand?

Do I take advantage of every opportunity to explain the merits of the Company I represent? In short, am I increasing the efficiency of our individual storeforce?

Or am I a minus quantity?

Am I preparing myself for the position ahead of me, not in a mediocre manner, but that I may fill it in a creditable way.

This is only possible through work, thought and application. Few of us, if any, attain success by Genius. Luck is a myth, not a probability. Bad luck can be traced to bad judgment and good luck is always credited to foresight.

Make character your foundation. Have sincerity of purpose. Attain right enthusiasm and keep on developing. Nothing stands still. You are either going up now, or out later. You are either on your way into prosperity or out of it.

Set your standard high and prepare to do a man's job, in an unselfish way. Have it said of you: He can be depended upon.

Preston, Idaho GEO. T. MITCHELL

RETURNED MERCHANDISE AND HOW IT IS HANDLED

THE subject of how best to handle returned merchandise is one of the greatest problems that confronts the merchant of today, and it is a subject that cannot be handled or thrashed out in five minutes. The best we can do in that length of time is to touch briefly on the most important points.

First—How should returned merchandise be handled? Not so many years ago there were assembled in one of the foremost colleges, a body of students who were to be addressed by one of the greatest educators of the country. The subject was to be Education. At the conclusion of the address one of the students asked the speaker the question: At what period in a child's life should his education begin? The answer was: About twenty or twenty-two years before the child is born.

The only bearing that has upon the subject in hand is simply this: the proper time to ward off or prepare for the return of merchandise is at the time the sale is made. During my short employment with the J. C. Penney Company, it has been my privilege to visit several of the stores. In each and every one of those stores I have picked up from the floor duplicate sales slips that should have been given to the purchaser at the time the sale was made. That was the intention of the Company when the books were printed. There is an advertisement on the back of the duplicate that costs money. Also the slip shows beyond question, to the party purchasing the goods, that the price marked on the goods and the price paid are the same.

I have here a sales slip from one of the largest stores in Salt Lake City that says plainly: No goods can be returned after three days from date of purchase. I think that is a very good idea, but it would not be practical in our stores in regard to time limit. Taking for example, at Tooele. A good amount of our trade is from a distance, even as far as a hundred miles. A lady purchasing a garment, for one of her children at home, could not return it, in case of a misfit, in three days. However, if all merchandise that is returned is brought to the attention of the manager, he will, in a short time, know the people who make a practice of keeping goods out beyond a reasonable length of time, and he can give individual consideration to such people with a view to discouraging the practice. 2nd. No goods accepted for credit or exchange, unless accompanied by duplicate sales slips. (In the case of refund this would do away with the waste of time necessary to trace who sold the article). 3rd. No goods accepted for credit or exchange, unless they are in the same condition as when sold. If tickets are gone and merchandise shows damage or sign of being worn, they should not be exchanged.

One of the greatest evils is the practice of holding merchandise for people too long, on too small a deposit. The other day a lady came into the store, picked out a coat, made a deposit stating she would call and take the coat and pay the balance one week later. She called but failed to pay the balance or take the coat—simply stating that she had decided she didn't want the garment. Here is where we made our mistake, we did not have a large enough deposit, she was willing to lose the small payment she had made. My idea of how best to handle this matter is this. All garments that are to be held should have a deposit of one-fourth, or nearly so, made on them, with the understanding that the balance is to be paid on or before the day when the goods are taken from the store, and the customer, at the time of making purchase, should be impressed with the fact that we could not expect to hold the garment for final payment more than 30 days. Also, that the payment is made as an expression of good faith on the part of the purchaser, that he will conform to this policy. A large placard stating this rule, also No. 1, 2 and 3 could be posted in the store where all could read it and where each sales person could direct attention to this card at the time of purchase. It would not be long until the buying public would know them, just as they know they cannot buy goods on credit at any of the J. C. Penney Company Stores.

Question has come up, should one person handle all the returned merchandise, or should the one who makes the sale handle it? For many reasons, it is important that the manager in every instance give personal attention to every
return-goods proposition. There are many obvious reasons why return of goods should be handled in this manner, and experience has proven that by so doing a great deal of dissatisfaction is oftentimes avoided. Such a method gives the manager an opportunity to know whether or not it is the quality, the price, the condition of the merchandise, or the manner of sale that has caused the goods to be returned.

Tooele, Utah

R. P. KING

OUR BOYS COMING HOME

WITH the rapid demobilization of our vast army, we find it a most opportune time to render an unexcelled service to our boys in Khaki who have so valiantly served our country. The world's conflict is ended and our purposes have been gloriously achieved. Now it is up to us to play our part in the fields in which we are engaged during the Reconstruction period.

What can we do or what part can we play? Alive with ambition, energy and force; we are anxious and willing to serve our boys in such a way as will command their greatest respect and admiration. Let us all, throughout our entire chain of stores, join hands in the spirit to render service that will long live in the minds of those with whom we come in contact.

Already we find many young men back to Civilian life, who have just been discharged from the camps. Some are taking up their former positions, others are entering new fields. With few exceptions each one needs new equipment.

This is a part we can play. And to play it to the very best of our ability demands some planning ahead. It means we must serve those who have served us. Altogether, we can do it with a mighty force.

Bakersfield, Calif.

AMOS N. LOVORN

CO-OPERATION

THIS is one of the big words of the English language; it has a broad scope of meaning. Co-operation is one of the important stepping stones or basic planks of the J. C. Penney Company for without it, our organization would not be what it is today. When you want to do something worth while you need Co-operation. If you want to build a church or any other public building, the first thing needed is Co-operation. If you want to raise money for the Red Cross or the Y. M. C. A. you need Co-operation. In fact all our pleasures, indeed our very existence are based upon and require Co-operation. The world would be a dull place without it. Wherever you find any great movement on foot that seems successful at all you will find Co-operation. It has a great influence for bad, but also is a greater factor for every thing that is good.

It occurs to the writer, that the opportunities for Co-operation in our company are many. Perhaps they are not taken advantage of as much as they should be. We are all working under the same system. Our interests are in common, and our great aim I trust is the same, namely to help make a success of the stores where we are employed, to befriend and help those who are associated with us each day, later to make money for ourselves as well as for our company. And through all these experiences to try to live better lives and help our associates do the same.

While we are talking of Co-operation let us remember that it is next of kin to Loyalty and Harmony. It has been said, that: even a cow must have pleasant surroundings, free from annoyances of all kinds if you expect her to do her best as a milk producer. Now, if this condition exists with a cow in producing milk, surely it is true with us store folks.

Everything prospers on harmony. We enjoy it, and we all know that harmony builds up; while discord and dissatisfaction tears down.

Harmony and Co-operation, or harmony and discord between the clerks and the management of a store, create an element that is quickly detected by the customer and the store is judged accordingly. A customer prefers to trade at a store where she feels that all are working together for the best interest of all concerned. She wants to be made to feel that she is invited into that place and is receiving personal service, and that her interests are shared by all in the store. Co-operation, harmony and loyalty are all related; ready to perform practically the same mission. We say that: Charity begins at home and I think that loyalty begins there also, for we first must be loyal to our associates. The world craves loyalty and honors it.

Loyalty, Co-operation and harmony are inspiring and uplifting. Disloyalty, ingratitude and indifference are despised. Loyalty means respect for those in authority, for those upon whose shoulders responsibility rests. It means respectful speech concerning every one in the store including customers. It means the putting away of jealousy; working in harmony with others for success. This is what Elbert Hubbard said about loyalty: If you work for a man in heaven's name work for him, if he pays you wages that supply your bread and butter, work for him, speak well of him, think well of him, stand by him, and stand by the institution he represents.

Friends let us be loyal, and let us co-operate more than we have. Let us co-operate more with the Managers than we have. Let us have harmony so that we can produce the greatest results. And finally, I am reminded of that little poem by Alexander entitled Somebody:

Somebody made a loving gift, Cheerfully tried a load to lift,

Somebody told of the love of Christ, Told how his will was sacrificed, Was that Somebody you?

Somebody did a golden deed, Proving himself a friend in need, Somebody sang a cheerful song, Brightening the skies the whole day long. Was that Somebody you?

Somebody said, “it is sweet to live,” Willingly said, “I am glad to give.” Somebody fought a gallant fight. Bravely he lived to shield the right. Was that Somebody you?

Somebody filled the day with light, Constantly chased away the night; Somebody’s work was joy and peace Surely his life shall never cease. Was that Somebody you?

Longmont, Colo.

J. P. FOSTER

EXACTNESS

THIS word means: Exact conformity to truth, or to a rule or model; freedom from mistake; nicety; correctness; precision which results from care; the accuracy of ideas or opinions is conformity to truth.

This is the definition of the word Exactness and I believe it would be a good idea to memorize it. If you can not memorize these few words cut them out and paste them in your hat. Read them every morning before starting the new day.

In my opinion there are only a few other words which carry so broad a meaning as the word exactness.

Observe exact conformity to truth in dealing with the customers you wait upon, with your fellow workers and your employers. This is sure to bring results to you of the very best kind.

I have heard a number of successful men say they would not have a man work for them who does not make a mistake once in awhile. But when you do make a mistake figure out how you happened to make it and how to avoid making it in the future. Then you will turn the mistake into your own profit and be a better man for having made it. If you are the one who never makes a mistake, figure out how to make one and then try one or two of them and you will realize how much you have to learn.

Precision which results from care is something we would all like to acquire but few of us try hard enough to do so.

Bakersfield, Calif.

LEIGH MOYLE

STORE ECONOMY

ECONOMY is a system that avoids waste and applies effort and money to the best advantage.

System is a regular order or method. Therefore in order to have true Store Economy you must first have an organized method of procedure in your store. This method will be instilled into your help by holding regular store meetings and discussing Economy and system so that
all may take issue and thoroughly understand them.

In my opinion the waste of effort is the one big loss which every store wishes mostly to correct. How can we work more efficiently? This is the one important economic measure. I shall not go into details on this subject as every enthusiastic employee of this organization is a reader of THE DYNAMO and is familiar with articles on this subject by Mr. Penney, Dr. Tapper and numerous others. If we are not enthusiastic in our work there is not much hope for us in this or any other organization.

Waste in measuring piece goods is probably our greatest loss in our stores, measuring devices of all descriptions from the ancient brass tacks down to the most modern computing measuring devices have practical advantages, but the result remains with the employee doing the measuring. Your customer, after consulting her pattern requires five yards of material for the garment. She cannot use 4½" yds. and doesn’t expect 5½ or 5½½ yds., as she would have no use for it and it would be a total loss to her.

Carefulness should be our watchword when measuring any material. We must be as exact as possible with whatever device we use measuring. Authorities claim the loss in piece goods from original bolts to consumer is from three to ten per cent. should this loss reach the maximum of ten per cent. it would absorb practically all of our net profits in this department. Those in the piece goods department should watch their stocks and see that undesirable lengths in remnants, do not accumulate as this adds a greater shrinkage in your departments, and this can be avoided by cutting into desirable lengths before pieces get too small.

The arrangement and display can be made a great economic saving as salaries are one of the largest items of expense, and your time is worth money to your firm. So in arranging your stock have everything neatly displayed and where it can be seen and easily reached. Then arrange a systematic method of stock keeping dispensing with all unnecessary labor.

The use of labor saving devices that really save labor are a great economic measure. Judge Elbert H. Gary, about whom an article appeared in the March issue of THE DYNAMO, when he became President of the United States Steel Corporation, abandoned and dismantled about thirty small steel plants at a loss of nearly $60,000,000 and built his famous Gary Mills at a cost of $50,000,000 as an economic measure. In so doing he increased the value of common stock from a few cents then to over one hundred dollars now and made it the largest corporation of its kind in the world.

So it is with our organization, each store and community has its own peculiarities. That which may be good for one may not be practical for another. But the get-together and talk-it-over plan will work wonders in all of our stores.

Pity the envious and the You-got-to-show-me fellows as they can’t be shown. They are blind and don’t want to see. The average wide awake mortal does not grasp all of his ideas out of the blue skies. He obtains his learning from books and good reading plus experience and the other man’s experience.

Get together folks and exchange ideas. Perfect organization is a full economy. There are a dozen economic measures you can put into operation in each one of our stores that will save you effort. Further, they will save our organization money and help you reach your goal.

Midvale, Utah
C. E. HOSTETLER

THE MAN

YOU have no doubt felt discouraged, down hearted and as we often say; Down and Out. You were almost willing to throw up the whole thing. While one is in this mood, he thinks life is not worth the struggle. But if we stop and think a while, we can find some reason for feeling as we go. Instead of our putting energy into our work and trying to help our fellow workers along, we slip and slide backward, if we continue to let our minds become poisoned with gloomy and discouraging thoughts.

Brace up, Cheer up. Have a smile. Start things moving. Then keep them moving. Show some ambition. Nourish your brain with lots of hard work. Don’t go around with a grrouch on.

Inactivity makes us old and causes us to become narrow. We then believe the other fellows are getting the best of every thing.

Don’t go around telling what you have done, or showing what a large muscle you have. Show what you and your muscle can do, then if you are able to produce you will always attract attention. Don’t get in a rut and slide backward. Show some initiative. Our Company wants and must have your best.

Now that the War is over and we have arrived at the Reconstruction period, it is going to be the men who have the brains and ambition who will move forward and help to put our Company on a stronger foundation than it was before the War. These are the men who will be given a chance to have the greatest dream of their lives materialize.

Portererville, Calif.
J. A. SAMMON

FINDING NEW WAYS TO DO OLD THINGS

TODAY is a time of reconstruction; a time of search is a new and better way to do things. It is a day when everything must take on new form; a day when all people who wish to succeed in life must start out afresh and with renewed determination take up their lifework. No longer can we do things in the same old way and expect to make a success of life. Neither can we sit back and say The Ways of My Father are good enough for me without trying to improve on them for he made a success of life and if I follow out his method I surely will do the same.

Are you going to be a duplicate or are you going to be an original? The man who copies the other fellow can never be bigger than the copy itself, but the man who has ideals and original ideas and puts them to work is the man who does things worth while. There is always a place for a man who has ideas of his own, for originality is power and spells success. On the other hand the man who copies or tries to imitate some one else has only a straight and narrow path on which to tread if he is to succeed.

Time has changed everything and if we are to keep pace with the new record set by our government in this great world war we must be original. We must be thinkers, we must be doers.

Only a few years ago our forefathers fought on the open battle fields with small rifles and a few big guns that would shoot only a mile or two and with these freedom was brought into our land.

Yesterday our brothers, sons and friends fought with rifles and bayonets upon the open fields of battle, in the deep trenches and away back on the hills side by side with the big guns that shoot fifty miles. Others fought with Submarines. Still others fought with Aeroplanes; and all to bring freedom to the world. And it is by these new and quicker methods that freedom comes.

Now we must realize, in our own business, that it is just as impossible for us to make a success today by practicing the old ways of doing things as it would have been to win this world war by the old methods of war-fare. So with the J. C. Penney Organization. If you are at all acquainted with the old ways and methods of doing business and the ways of the average store today, let me ask that you sit down and try to compare these with the new ways and methods of our company. First consider the new ways of pricing, displaying and selling merchandise. Second note the close personal attention given to each customer. Third observe the perfect harmony between employer and employee. These are a few of the many carefully worked out, new ways of conducting an honest and successful business by which the J. C. Penney Company has built its reputation.

The same challenge that came to our government only a few months ago demanding that a new, better and quicker way of raising and equipping an army be worked out at once, comes to you today.

(Continued on page 24)
OUR HONOR ROLL BOYS

We present pictures of some more of our boys who have served Uncle Sam. Our Company has assured its returning soldier boys that their old jobs await them. The Dynamo extends a hearty welcome.—Editor.

Sgt. L. J. McShane, of our Bingham Canyon, Utah, store entered the Army March 1918, assigned to Headquarters Recruit Depot, Fort Logan, Colo. Now back in the store.

F. C. Rumsey, of our Sedro Woolley, Wash. store, entered the ranks of the Y. M. C. A. Was selected for work in China and left for Shanghai Sept. 1918. He is still in China.

Priv. H. E. Tanner, of our Little Falls, Minn. store entered the Army June 1918. Sent overseas the following September. Assigned to the 344th Infantry. He is still overseas.

Corp. Sam Bruce, of our Rigby, Idaho, store entered the Army June 1918, attached to the Q. M. C. Sent overseas Nov. 1918. He is still over there.

Priv. P. G. Wright, of our Downey, Idaho store, enlisted in the Army July 1917 sent overseas Aug. 1918 with the 17th Field Artillery. He is still over there.


Priv. R. S. Hartley, of our Bend, Ore. store, entered the Army July 1918, assigned to Base Hospital work. Sent overseas Sept. 1918. Now back at the store.

Sgt. E. A. Nelson, of our Wahpeton, N. D. store, entered the Army Nov. 1917, assigned to the Aviation Section, Riverside, Cal. He is now back in the store.

Priv. H. P. Hawke, of our Modesto, Calif. store, entered the Army in Oct. 1917. Sent overseas Aug. 1918. He is now back in the store.

Priv. E. R. Buckner, of our Provo, Utah, store, entered the Army August 1918, being assigned to Ordnance Supply Dept. Raritan Arsenal, N. J. He is now back in the store.

Sgt. J. F. Christensen, of our Tonopah, Nev. store enlisted in the Marines June 1917, stationed at Mare Island, Cal. He is now back in the store.

F. W. Hiatt, of our Las Animas, Colo. store, entered the service of the Red Cross Sept. 1918. Sent overseas Oct. 1918. He is now back in the store.

August, 1919
demanding that you find a new, better and quicker way of doing things that will increase your efficiency and also the efficiency of those with whom you are associated. Are you wide awake? Have you heard the challenge? Are you putting your all into your work, or are you waiting for time to advance you? He who waits is sure to be overcome by failure. Though the man and woman who originate new ways of doing work and surge forward in an attempt to show to the world that they are ever on the alert can only meet with success. There is no top. The sky is the limit. Everyone of us will be advanced as we prove our ability to originate new and better ways of caring for stock and handling customers.

Oil City, Pa.
J. C. TIMBERLAKE

BACK AGAIN

SOMETIMES ago the writer bored the editors of THE DYNAMO with an article on Young Men's Trade, and now he is back again with the same play but in a different setting and role.

The men are coming home from across the sea and from the camps at a rapid rate. Here is our great chance to build up our men's trade.

Although we like our khaki and blue uniforms we are all glad to get into civilian clothes once more.

The morning we received the news in camp that we were to be demobilized the following week, I heard some fellows carrying on a conversation similar to this:

Ge! Yes, it will seem sorta funny to get back into civilian rags, won't it?

Yes but* tell me where's the Buck Private that's got $50.00 or $60.00 to put into a suit of clothes? was the reply.

Guess we will have to send off for our outfit, they stick a fellow so in the stores; bet I can save $15.00 on a suit by sending for it, put in a third party.

Nothin' doin'! I'll wait all year to get enough money to buy me a suit before I'll send for it, I want to see what I am gettin', emphasized the first Rookie.

Here's where our chance comes in to help the fellows and at the same time boost our sales. The men are expecting to pay enormous prices for their suits and the impression the J. C. Penney Company could make with their sound clothing values would certainly be a ringer.

Why not drop each man a friendly personal letter as he comes home? A number of such letters could be type-written or mimeographed leaving the name blank to be filled in when it is sent out. The soldiers or sailors rank in service should be used as he is justly proud of his well earned title even if it is only a private or corporal. In this letter we should welcome him home, and show that we really appreciate what he has done for the nation. In a casual remark we can mention our clothing values and ask him to make our store his headquarters. Let us show him that we are interested in him and the big job he has helped to put across. It will create in the soldier and sailor a friendship toward the J. C. Penney Company that will act as a better advertisement than all the literature we could print.

The returning soldiers and sailors are to play an important part (in fact the important part) in our national affairs. Therefore is it not to our credit that we put forth a little extra effort to gain their confidence and patronage?

Moscow, Idaho
EARL M. CHRISTENSEN

Mrs. Booster: It never occurred to me, until today how much alike are store work and home work.

Mrs. Newcomer: Alike? Why, I can hardly see a single point of similarity.

Mrs. Booster: You don't? Well! First of all, I think you will agree that the home has its own peculiar problems of finance and economy just as a business project does. Then in a successful home there must be co-operation as there is in business. The stock in the store must be kept in a clean orderly way, so must the stock that you carry in your cellar, and pantry, chests and linen closets. Your buying requires the same knowledge, experience and care that is required in stocking the store shelves. House cleaning goes on daily in the store just as in the home. The wares you have for sale are health, comfort, happiness, recreation, education and a multitude of kindred things.

Your customers are your husband, children and friends.

Kindness, courtesy, helpfulness and efficient service are just as necessary for the home patrons, (if you would have them satisfied customers) as they are for the store patrons, and just as effective in successful home building as in business building.

The store takes its yearly inventory. It is well in home-building to take an inventory much oftener, not only of your real property but of your mental and moral stock as well.

Mrs. Newcomer: You have succeeded in making a very interesting and helpful comparison and one that gives me much to think about. It presents a new viewpoint and makes me realize that our part as homemakers really counts for something in the lives of our family and friends.

Mrs. Booster: Our work does mean a great deal. We must plan to work with our husbands not for them. Co-operation, that is the word—the only one for us. It means helpful, understanding partnership. The home and business are not separate and distinct institutions. They are factors united, for one great end, successful man building and successful business building.

Mrs. Newcomer: Yes, Bee, and I have an addition to make to your comparison. Will came home today with the good news that he is to have a vacation. My idea is this: if our husbands need this vacation so that they may return to their work with renewed vigor and strength, do you not think that a vacation would be equally beneficial for us who work at our home "counters" and "desks"?

Mrs. Booster: I certainly agree with you on that point. I am sure it would result in a great deal of good. Don't you remember those vacations we used to have when we were girls? The lakes and streams, boating, fishing, swimming and, at night, our campfire and stories? How we came back feeling fit to go out and conquer the world?

Mrs. Newcomer: Indeed, I do remember them. I can almost smell the pine knots burning, and see the strips of bacon sizzling on the fire, garnished here and there by a stray leaf or a bit of charcoal. I can almost hear the splash, splash of the streams and taste their crystal waters.

Mrs. Booster: I'll tell you what we'll do, Ima, this time we will forget to say: I'm too busy to go, as we have been saying, and when John and Will say: Let's go camping on Lake Chatcolet this year, we will surprise them by packing up our kit bags and going along. When we get back we can Smile! Smile! Smile! until next vacation time. Not only that but we can start in anew on this job of ours, co-operating with wisely understanding, without which no man can be a success in the J. C. Penney Company.
SEDRO-WOOLLEY, WASH.

On May 12 the employees of the Sedro-Woolley store met in its first regular business session, with Mr. Iddins as Chairman and Miss Normand as Sec.-Tres., who were appointed at the special meeting when it was decided to organize. After discussion we decided to call ourselves: The Dynamo Club.

At our last meeting in June, the little booklet entitled Its Up To You, was read, and a demonstration given. This was highly appreciated by all the members of the Club. Open discussion followed.

ELLA NORMAND, Secy.

LARAMIE, WYO.

THURSDAY evening June 26th, while enjoying a visit from Mr. and Mrs. J. B. Towner, the employees of the Laramie store met and organized what is to be known as the Rocky Mountain Club. Miss Speigelberg was elected President and Mr. P. F. Brown, Secretary and Treasurer. Miss Mathews will act as critic.

Mr. Towner made a very interesting talk. We not only enjoyed his visit, but profited by having a man of such high ideals in our midst.

P. F. BROWN, Secy.

PRESTON, IDAHO

On Tuesday, July 1st, the employees of the Preston store held a meeting. Mr. C. M. Eldridge, the chairman of the meeting, gave a very interesting and instructive talk on Yard Goods. Mr. Eldridge being familiar with dry goods brought out the fundamental point for increasing our efficiency: The necessity of knowing the names, and the ability to distinguish the qualities of the various kinds of piece goods.

Many questions were asked regarding Silks, Woolens and Cotton goods. They were answered and explained thoroughly.

Then Mr. Mitchell talked on Loyalty to the J. C. Penney Company and to ourselves.

The Question Box was then opened and the Questions discussed.

All present said they had derived a great deal of knowledge and benefit from the meeting.

Owing to the extreme hot weather, and the fact that some of the employees are on vacation, it was unanimously decided to postpone our next meeting to the first Tuesday in September.

E. C. LARSON, Secy.

OUR PEP CLUB

In our Bakersfield Store we take pride in our Pep Club, and justly so as we undoubtedly receive many benefits from our Tuesday evening meetings.

As a rule only the men attend the meetings although about once a month we have a meeting for the whole force. Naturally we assign topics that will be of general interest on nights when the whole force is present; whereas, on other evenings, we can discuss the more personal matters.

At each meeting we have a report on the amount of A and B merchandise sold during the preceding week. This is reported by the department heads and is divided in three sections (1) women's goods, (2) men's goods and (3) shoes. This report we find interesting as it constantly keeps before us the necessity of moving this older merchandise.

Each member is expected to write articles for the Dynamo. We plan to have at least one such article read at each meeting before it is forwarded to New York.

Another item for each meeting is the report by heads of departments, of new merchandise received during the preceding week. This will often call attention to goods that some one of us at least do not know we have in stock.

The store has subscribed for several different trade papers and as a rule we have a drygoods article and a shoe article read at each meeting.

We also try, at times, to encourage general discussions. For instance, at one meeting, the subject of our members was up—each member had been previously given questions asking how he would do a certain thing. Then other members were privileged to give their views. At another meeting the pricing of various items was discussed. A man from one department was asked about some item in another department. The question asked was given to him in writing a couple days ago so that he could form a decided opinion. Then contrary opinions could be given at this meeting. The manager asked one of the men: Why do we use the 45c. and other odd cent prices? The answer was what probably 90% of the men outside of the managers would say—namely—to give the impression of selling for less than 50c.

The manager then explained the reason. To me it is worthy of an article in The Dynamo.

Last, but not least, we always call upon the manager to pat or slap us and he always responds. From his talks we receive many useful helps.

To me, the Pep Club appeals especially as an opportunity to express our ideas. This may possibly aid some one else and, in return, we can assimilate the views of our co-workers to advantage. We feel that we all have the same ambition, namely to get into stores of our own. Some subjects discussed are for immediate improvement of the Bakersfield store whereas others are meant to aid us in the management of our own stores when the time comes.

Bakersfield, Calif. R. M. BERGLAND

ITEMS OF INTEREST

SALES for the month of June 1918 $1,795,437.74. Sales for the month of June 1919, $2,221,174.90. An increase of approximately twenty-four per cent. which is considered good for this month.

THE many friends of Mr. C. Woide- mann will be delighted to know that he is feeling more like himself every day. We quite frequently have the pleasure of seeing him in the office. He states that he feels well enough to return to work.

On June 23d, a cyclone struck Fergus Falls, Minn., doing considerable damage to property, killing and injuring a large number of inhabitants. Fortunately, Mr. L. M. Loll, our manager at that point, and members of our store force escaped injury. The roof and front of the store were blown in and the stock damaged by the heavy rain following in the wake of the cyclone. Reports received indicate store and merchandise damaged to the extent of approximately $500.00.

We recently enjoyed a brief visit with E. A. Ross, Manager of our store at The Dalles, Ore. Mr. and Mrs. Ross were called East by the sudden death of a member of their family. While so close to New York they decided to visit us. Mr. Ross is a prospect for initiation at our next Convention. He is one of the new managers.

August, 1919
THE EYES OF BUSINESS

LET'S all look our business squarely in the eyes. Let us step out on the sidewalk and take a good look at our business. Get the view point of the passer-by. Perhaps you may see why many do not pause; why they do not come in.

No doubt every manager in the J. C. Penney Company is convinced that his windows bring him trade. If they were not so convinced they would probably do away with their show windows entirely.

Buying our merchandise at a figure under that of our competitor should make our show windows one of the most important advertising mediums we have, yet how often we fail to apply the same regulated rule of close scrutiny of investment and return to our windows that we do to other arms of our business.

Window advertising is not a complicated science, though it has certain rules and principles to which one must give heed if he hopes for results. The first important step in window dressing is to get the windows looked at. Then make the effort to re-focus attention to the merchandise. Success or failure to make the public stop and look hangs on the skill with which you flag their attention.

In order to get a window looked at it must be spotlessly clean and your method of arranging merchandise neat. Then use the price ticket to re-focus attention on the merchandise. Use a price ticket on every article and above all, use uniform price tickets. Not long ago, I looked in a Penney store window, the trim was very good but the price tickets looked like a Chinese puzzle. I'll wager there were ten different styles, sizes and colors of price tickets in this particular trim.

The next important step is that you change your windows trims often. In the smaller towns or cities where most of our stores are located, every window should be changed at least once a week but better twice a week. I think trims should be changed oftener in small towns than in a city. And a big point is, nine times out of ten your competitors make a change only about once in two weeks.

In your trims you must take advantage of season and events. So treated they will not only sell goods but will secure for your store the kindly feeling of the public which is always interested to some degree in these events.

The public notices and watches your windows, wondering what you will put in next. Your windows advertise you, your store and your goods on the spot where they are for sale.

You will also find it an advantage to hitch up your newspaper advertising with your window trims. I might add a slogan which we are using in our advertising, Watch Penney's Windows, Watch Penney's Grow.

Make your windows produce this sort of publicity for you and your business will soon be on the increase.

Webster City, Iowa  V. R. McCollough

WINDOW TRIMMING

In recent years there have been many changes in all walks of life. A few years back, the windows in business, was only thought of as useful for letting the light in. Today it is one of the greatest assets in a business; it is the greatest calling card the merchant has; it calls to every pedestrian who passes by.

To get the best out of a window, or make the most out of your location, it is necessary to make the windows as attractive as possible, thus inducing customers and would-be customers to watch your display; that is, literally to educate them. This can be done better by frequently changing and reversing; that is, by displaying different merchandise, as well as by different arrangement. By this, I mean, not to display shoes always in the same location and arrangement; nor ladies coats in the same manner.

The people will become tired of seeing the window so fixed in its display. They will lose interest; and you will lose the great value of your window.

Another thing: Give your window a pleasing appearance. Did you ever walk down the street and see two pieces of goods quarreling, yes, fighting so to speak; so opposite in color and out of harmony that it makes a chill run down your back? Or have you seen a window so badly unbalanced, that it looked as if it would topple over? How would a pair of heavy work shoes look beside a forty dollar suit? Or a cheap pair of cotton hose draped with a lovely silk gown? How would it look to see a window draped with a massive piece of vermilion goods with some striking, contrasting, color which was completely out of harmony?

To get the best results a trimmer should pick the colors, and assemble the units, in such a way that it will attract and please. People like to look at the things which appeal to the sense of beauty and will go out of their way to do so.

Look at your window from across the street and see how it balances. One can better judge by getting some distance away and scanning the balance. It is not easy to see if your picture is hanging straight, when you are close to it, but if you step back a few feet you will readily detect the incorrect slant. Trimming a window is or may be likened to a game of chess. If one drapes is not bearing on the other drapes it is out of harmony. If you have one large center drape the associated drapes should help set it off.

Does crowding windows pay? I think not. Of course, there are things in some lines that may be crowded, as a window of ninety-eight cent shirts, underwear and the like. But this is for the purpose of showing the different kinds, patterns and qualities. In such cases, I think the window will stand crowding to a certain extent. But in displaying ladies coats, suits, or dresses, leave plenty of space so as to show the graceful lines and styles, without obstructing the view with other garments.

Showing goods out of season is like sowing corn in the fall; you are wasting your time and space. Showing the same kind of merchandise all the time and in the same manner is like sowing wheat in the same ground every year, without building up the soil.

Fergus Falls, Minn.  Frank O. Paul

HOW TO DISPLAY MERCHANDISE

EVERY employee should have some idea of displaying merchandise.

The window is the first place to begin, and the best place to advertise.

The first thing a trimmer must consider, is the nature of the display, whether it is to be a special or a stocky trim. After thoroughly cleaning the inside of window, go through the departments and select garments and articles you wish to display.

Next, you must consider the size and shape of the window, and how it is to be laid out according to the amount of merchandise you wish to display. If your entrance to the window is at the back, start at the front with your trim, getting just the right elevation, with the gar-
ments at the back a little higher than those in front.
Do not arrange them in straight rows, this gives a stiff appearance. Arrange the garments or articles irregularly but don't be afraid to elevate them enough in the back or else your display will look flat.

Watch colors by keeping the delicate shades to the back, away from the strongest light.
Don’t forget to place a price card on every garment displayed.
The window shopper will be more interested after seeing the price with the article.
We are not afraid to give our prices, for we know they are lower with us than elsewhere.
Do your work quickly and neatly. Change your windows often, at least twice a week.

Now that your window is finished, get busy inside.
How about your ledges?
Utilize every inch of space by displaying merchandise similar to the display in the window, also by placing a price card on everything.

Do not leave the ledge display up over a week. Change often, so that there is no chance of dust accumulating. Another very important idea in display work is the style and type of show card and price card used to give proper balance.
The best paint to use is Black Opaque Flat Finish Card Color for all cards, for both inside of store and window. Use a heavy style black letter.
I would suggest using the modern single-stroke Arabic numerals, capitals, and lower case letters.

Linna, Ohio
E. J. Seiler

From the Ladies

ASK YOURSELF
If every one were just like me.
What kind of a world would this world be?
If every one in this store were just like me.
What kind of a store would this store be?
If every one in our whole one hundred and ninety seven stores were just like me.
What kind of an institution would the J. C. Penney Company be?
If all the contributions to THE DYNAMO were just like mine.
What kind of a DYNAMO would our DYNAMO be by this time?

Ardmore, Okla.  MRS. R. B. GILBERT

FAMILY SACRIFICE LEADING TO SUCCESS

No real success is attained without sacrifice. Just how great that success may be depends to a large extent on how much of an effort we make and how much we are willing to sacrifice. We appreciate more highly the things that come from some sacrifice made on our part. The man or woman who goes through this life producing nothing and living by the efforts of others is nothing more or less than a parasite and has no conception of the satisfaction that comes from doing things for one's self and for others.

We, in the J. C. Penney Company, are all striving for the same goal and I think the largest part of that effort falls upon the men. Are you, the sisters of this Organization doing your part? Do you realize that a real opportunity exists in this Organization for your husband and have you stopped to think how you might best help to seize this opportunity? We will all agree that a married man, in accepting a position with our Company, does not begin to sacrifice as his wife does, and for more than one reason.

First. In most cases our first appointment in the Company is a long, long ways from home, and there is the feeling of homesickness to fight, and divers conditions of new surroundings to conform to. But the building stones in our careers with the J. C. Penney Company must be made of stern stuff and I am sure we can all make that sacrifice.

Second. The husband works from early morning until late at night and his mind is constantly occupied, whereas the wife generally must stay at home. The result is that some of them become discontented and in time sow the seeds of discord in their husbands' minds until they, too, becomes dissatisfied. Now if he labors under those conditions he is handicapped and is tearing down those building stones instead of cementing them. One day he awakens and realizes that he has lost valuable time. Then, in most cases, he resolves to do everything he possibly can to co-operate and to forge ahead himself. He will feel much more encouraged if he has at home an overflowing supply of co-operation to draw from. The founder of our Corporation made this remark at a store meeting: A wife can make or break any man. None of us, who are loyal, would like to feel that we had been a hindrance instead of a help. We would not like to feel, at some future time, that had we put our shoulder to the wheel with a little more determination that the hill of success might have been mounted.

The only antidote for homesickness, discontent and dissatisfaction is Work. It is not my intention to offer myself as an example but it might be of interest to some to know how I employ my time. This is our third year in Tooele and on account of the shortage of teachers caused by the war, I have taught in the Public Schools for the past two years. With teaching, working in the store, and keeping house, I find little time for anything else. It is not possible however for all of us to be active outside the home and in that case one has more time for study to improve one's self. We do not stand still in this life—we, either move forward or backward and the course we take depends upon ourselves. My husband and I are firm believers in Preparedness. We realize that commerce will soon rediscover Latin-America, so we are devoting a few minutes of each evening to the study of Spanish. It is intensely interesting and who can tell what the future may hold for our Company in some of these Spanish speaking countries? A few years ago we were one store; to-day we are A Nation-Wide Institution. Who knows that in a few more years we may be an international institution? It will be up to some husbands to open those stores and the ones chosen will be the ones prepared, and the families who have sacrificed to make this preparation possible will see how their sacrifices have led to success.

There are foreign speaking settlements all over the United States where the man who can command the language spoken there is a valuable asset to the Company. If you happen to be in such a locality, why not become that man?

Most people who have attained success can trace the measure of their success to the habit of deciding things for themselves. One of our greatest temptations is to confide in others and when we yield we not only become a nuisance to our friends but we lower our powers of resistance. Others are seldom so interested in our troubles as we think they are. By deciding things for yourself you may make mistakes but every mistake is a valuable future asset, for it is the only way to learn how. Learning how is very necessary.
Unless you are willing to do this and stand upon your own convictions your permanent success will be doubly difficult.

Let us forget our troubles (most of which never happen), turn about and look at our sacrifices in a new light with the firm conviction that they are merely stepping-stones leading to Success.

Tooele, Utah  
MRS. R. P. KING

IS THAT ALL?

After waiting on a customer many of us use the expression: Is that all? In these words we give our customer the opportunity of saying No, even if she intended to buy some other articles.

Instead of asking that question the saleslady should say: May I show you something else? Or: What else may I do for you? What is necessary is to suggest some other article, thereby letting the customer know that you are willing to give no end of attention. At the same time if the suggestion is made in a kind, courteous manner the customer will surely appreciate rather than resent the proffered aid. Invariably we can suggest something she really wants to purchase as much as she did the article originally called for.

In this way we become real salespeople instead of remaining clerks.

Albuquerque, N. M.  
MARY SPRINGER

EVERYONE'S DUTY

The first duty of the salesperson is to be on time. She must be in her place at the proper hour, rested, well groomed, and in a pleasant frame of mind.

It is well to start the day by going immediately to your department and seeing that your stock is clean and in good order. I think it is everyone's duty to see that the counters and cases are kept clean, so the merchandise can be shown without being soiled.

My idea of keeping stock is to try to sell the old merchandise first, in that way having on hand a clean new stock. The longer you keep stock, the harder it is to sell. I find that new goods practically sell themselves. When one salesperson goes into another's department to show goods, it is her duty to leave the merchandise in as good a condition as she found it; not putting garments of different sizes in the same box, unless they belong there and are so marked.

In the underwear department, I have found garments not folded, all rumpled up and apparently just thrown into the boxes. It makes it hard for the next person to show the goods and it looks bad to the customer. The garment loses its attraction when shown in that condition.

I think it is the duty of every salesperson to know stock thoroughly, not only in her own department but wherever she sells. When a customer asks for an article and the clerk can not find it, the

customer naturally thinks the clerk does not know her business and immediately loses confidence in her. And confidence is the first thing to be gained in a customer. Losing confidence in the clerk is very often the cause of confidence being lost in the store.

It is one great duty of every clerk always to be courteous to a customer, regardless of how you feel. Never lose patience with a customer. Patience should be cultivated, because in a great many cases to be courteous requires patience.

Don't be afraid to show merchandise. Sometimes by suggesting and showing merchandise, goods can be sold that the customer never thought of buying, and it also shows the customer that you are taking an interest in her. When she leaves the store, she is well pleased with the merchandise bought and with the service given her. Do doubt she will come again.

And last, but not least, be loyal to your employer and to your fellow workers.

Pittsburgh, Kans.  
HELEN KESSLER

GOING OVER THE TOP IN SALESMAINSHIP—HOW I WOULD DO IT

If possible I would know the prospective customer personally, her home environment, occupation, and financial standing. If necessary I would visit with her and in my visit study her personal appearance and language. My experience has taught me this about customers:

Have the greatest respect for their likes and dislikes of your merchandise.

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The Dynamo joins in extending hearty congratulations and best wishes.

Greatest Joy in the World

Mr. and Mrs. A. W. Snowden are the proud parents of a seven and one-half pound boy, born on May 13th. The young man answers to the name of William Griffith. Certain it is, the Snowden family will no longer consider the 13th an unlucky day but just the reverse. Mr. Snowden is employed in our Colville, Wash., store. Mother and son are doing fine.

On June 10th, the stork presented Mr. and Mrs. F. V. Moreno with a beautiful daughter weighing six and one-half pounds. She has been baptized with the name of Valeria. The proud father, who is the affable manager of our Douglas, Ariz., store, feels that while the young lady does not weigh much she makes up for it in preciousness. Mother and daughter are getting along splendidly.

Born to Mr. and Mrs. Nils Christensen on June 20th a boy weighing seven pounds. The prospective J. C. Penney Company man has been named Gerald Martin. Mr. Christensen is employed in our Owosso, Mich., store. Mother and son are getting along fine.

Mr. and Mrs. J. R. Whitman are the proud parents of a nine pound boy born on June 5th. Mr. Whitman is manager of our store at Watertown, Wis. No doubt with this added incentive Watertown will promptly forge ahead to the top of the list of store standings. Mother and the young hopeful are getting along fine.

Born to Mr. and Mrs. J. A. Butrick on June 27th an eight pound girl. She has been named June Alene. Mr. Butrick is employed in our Watertown, Wis., store. Great things happened in Watertown in June which no doubt will have a good influence on the business. Mother and daughter in fine.

MARRIAGES

George C. Linton and Miss Sarah C. Gibbons were united in the holy bonds of matrimony on June 9th at Salt Lake City. Mr. Linton, who has just lately been discharged from the Navy, is a member of our store force at Kemmerer, Wyo. The Dynamo joins in extending hearty congratulations and best wishes.

A. D. Armstrong, employed in our Webster City, Ia., store has joined the benevolent's class. On June 24th, Mr. Armstrong and Miss Ethel N. Harwood of Bangor, Me., were married, the ceremony taking place at Ann Arbor, Mich. Mrs. Armstrong was for some time principal of the Williams, Ia., High School. Therefore, it is reasonable to assume that The Dynamo has added another competent contributor to its list. The Dynamo joins in extending hearty congratulations and best wishes.
JOSEPHUS DANIELS

(Continued from page 4)

from any private or officer. That is the efficiency and the service which the country wishes its navy to show. Because Secretary Daniels believed and hoped that this was to be the last great war, he threw every ounce of his strength and energy into the conflict. No man in the present administration has rendered the country better service; no one has kept the main object more clearly in view.

Secretary Daniels has, therefore, the confidence of the people as few public men have it. He has stood the sharpest tests; he shows that he knows what he is about and that he cannot be frightened into doing otherwise.

Now what sort of man is this who has stood the brunt of the attacks upon the present Administration from the beginning till recently. A plain man who lives the wholesome life of the average citizen of the Republic; one of the few prominent public men in either of the greater political parties who believes in the ideals for which our government is founded and who is bold enough to try those ideals out in practice.

In his frequent reference to the great Democrat of 1800 one gets the spirit of Daniels. He speaks and thinks of Jefferson as if he were still living and a next door neighbor to any of us. But he does not say things shall not be done, only they ought not to be done; but then he goes on in every day practise acting as though shall and not will were the word. He understands the power of suggestion and persuasion; he is not a dogmatist in word, but an exceedingly resolute man in deeds.

Like almost every real fighter, Josephus Daniels does not look like a fighter at all. He has a mild and kindly eye, a pleasant smile and an air of non-combativeness which make him seem one of the least aggressive of men. His voice is soft and low, though he talks rapidly; and his general appearance is that of a philosopher rather than a fighter. He talks like a Southerner, moves about in a quiet fashion, and has no other interests than politics, his paper and his family. He isn't concerned particularly about money. His face is serious, thoughtful and smooth-shaven, with deep lines at the corners of the mouth. His manner is pleasantly polite, and his whole aspect is that of a most kindly and considerate man.

ST. B. E. WILLIS, who has been serving with our forces overseas, is now back. He was formerly manager of our store at Bingham Canyon, Utah. Mr. Willis is anxious to secure his discharge and get back into store harness.

Ardmore, Okla. MRS. KATIE PASCHOLL

SELLING THE BILL

WHEN your customer has found a dress or suit which pleases her and has said: I'll take it, do not consider your efforts at an end. There is a world of possibilities before you in the way of small accessories which go to complete the costume. Inevitably she is going to purchase these some where and it is up to you to see that that place is your store.

In the process of trying on the garment, you will have noticed whether she is correctly and adequately corseted. Every woman knows that the corset and brassiere make or mar the costume. If you find your customer in an illfitting corset, one that is old and shapeless, make every effort to get her into a suitable corset before the suit is altered. In the matter of brassieres, you may find one of the many who consider it a garment for a stout woman only and then of course you must show her that a well fitted brassiere is as necessary for the slender form as for the one of fuller proportions.

If you have sold a suit it is a very easy step to invite the customer to the waist department where she may choose a waist to harmonize with her suit. Or, failing to find just the waist she wants, or preferring to make her own waist, you may tactfully turn her attention to silks. And, by the way, every sales girl should familiarize herself with the amount of goods needed for any garment so that when a woman says: How many yards of forty inch material shall I need for a waist? she will be able to answer and be sure her answer is correct.

It is the rule and not the exception in these days that hosiery and shoes should match the dress or suit. Don't let your customer forget that an otherwise stylish outfit is marred by foot wear which is the wrong color or style. You can always assure her the amount the J. C. Penney Company has saved her, will more than pay for all these smaller items.

Gloves, too, must be remembered, as any prevailing novelties in the way of collars, ruffling, and so forth should be brought to her attention.

These, of course, are merely suggestions. You can not sell and fit a suit without becoming somewhat acquainted with the tastes and ideas of the purchaser and your own judgment will tell you the most practical things to suggest.

Huron, So. Dak. MRS. HAZEL ALGUIRE

APPROACHING A CUSTOMER

WHEN a customer comes into the store remember she has a right to the freedom she enjoys, the money she possesses, and the privilege of spending it where she pleases.

It is up to the clerk to use certain qualities such as alertness and quickness. We must be on the job at all times, never letting outside events distract our attention from the work in hand; giving good attention to our customers, and showing that we are willing to wait on them.

This means business for the concern for which we work as well as advancement for the clerk.

Albuquerque, N. M. MISS ANITA GARCIA

ITEMS OF INTEREST

C. N. CRAFTON, Manager of our store at Mansfield, Ohio, recently made us a short visit. Mr. Crafton is certainly a gloom killer and incidently a great booster for THE DYNAMO. His visit was much appreciated by all.

R. PENNEY, who for the past two years has been assisting in the purchase of merchandise for the Furnishing Goods Dept., has temporarily severed his connection with the New York office. On the advice of physicians, he has taken his family to the Adirondack Mountains in the hope that his youngest daughter may fully recover her health.

LAST month in reporting sales for the month of May we made the statement that one of our stores showed an increase of eighty-eight per cent. As is usually the case when one crow you get called and we were no exception. Malad, Ida., showed an increase of one hundred and forty-nine per cent. Malad our hats are off to you. That is SOME increase. Now see if you can keep up the record. This is by no means to be considered a disparagement of the splendid increase of eighty-eight per cent. made by our Webster City, Ia. store, reported in our last issue.

ST. B. E. WILLIS, who has been serving with our forces overseas, is now back. He was formerly manager of our store at Bingham Canyon, Utah. Mr. Willis is anxious to secure his discharge and get back into store harness.
GENERAL CONDITIONS OF COMMERCE AS REFLECTED IN THE SHOE INDUSTRY

(Continued from page 12)

to-day one large item of expense—over which we have no control, i.e., taxation. The present excessive rate of taxation has a very retarding influence in all business and if it is not materially reduced, and quickly too, it will destroy all initiative in industries; for men will be unwilling of take the constant hazards and risks to commerce when they know that their liabilities of loss are unlimited but their possibilities of profit are restricted to such an extent that proficiency, intelligence, integrity and diligence are put on the same plane as mediocrity. Profits in commerce are always in theory, and largely in fact, measured by one's service to society—but if the incentive for service be taken away, inaction will follow as sure as the night follows the day.

The continuance of extraordinary taxes upon profits derived from invested capital not only discourages initiative in industry but it affects unfavorably the man who does manual labor for his livelihood. When men hesitate to begin or to expand industrial establishments, employment becomes insecure and the uneasiness of the employer is naturally reflected in the life and conduct of the employee. Thus the great number of workers who do not directly pay these taxes, are forced indirectly to bear consequences for which they are in no wise responsible.

One practical relief from a part of these heavy taxes lies in reducing our national expenses. At the date of the armistice there were in the various branches of military service in this country 1,700,000 men whose expense to the Government is about $160,000,000 per month. These men were a good type of producers; they are now unproductive consumers. Their continued retention in the service thrusts a heavy burden of cost upon the country and a serious lessening in production. These men should be quickly released and returned to their homes, so that the cost of their pay and support will be at once eliminated and they may become engaged in useful, productive occupations, on the farms, in the mines, mills and factories.

I do not believe that we should today be burdened with the responsibility of predicting what the next six or twelve months will develop in the commercial world; indeed, such a forecast cannot be made with any degree of accuracy.

I am sure of a successful outcome of this period of readjustment, if we cultivate an attitude of healthy optimism, which the strength and resources of our country fully justify. The war has taught us better than ever before the wholesome effect of mutual confidence and cheerful self-denial, and we appreciate more fully the value of candor and frankness in all our relations.

America's remarkable achievements during the war have been due to our daily application of these principles and I believe that it is now our patriotic duty to continue in this same attitude—to discourage all thought of fear and panic, and so to readjust all the details of our business methods that the necessary readjustment changes may come gradually in order that each one of us may bear a part of any incidental burden.

In this way, I am confident that there will be no sudden reversals; that any changes in values will be absorbed by all instead of a few, and that business confidence will at all times be maintained.

Successful and mutually profitable relations between retailers and wholesalers depend upon sympathetic cooperation and, I think you will agree that the best results cannot be attained by buyer or seller unless both are animated by a wholesome spirit of helpfulness and service.

At this time particularly, when the world is filled with unrest and many impracticable plans are advanced, there is offered to every merchant, large or small, the great opportunity and a similar responsibility for service in molding public thought along correct lines.

I am full of optimism and believe that it is fully justified; for the war has wrought many changes, developed new and great possibilities; it has shown us our national strength, not only among foreign peoples, but at home, in the power to meet with wisdom and courage the great emergencies of conflict. It is our duty to cling to our national ideals and courageously press forward, giving out the best that is in us, and we need have no fear of the final outcome.

In this thought of progress and courage, I am reminded of the story of old Ulysses—the rugged old hero of ancient Greece. After long and terrible experiences, he returned home at last only to find that the world had changed, and though old and broken, his spirit for heroic adventure is still strong and his heart impels him to put out again. Calling his men about him, he pours out his soul to them and tells them his firm purpose. He knows he is right and with a calm confidence in his gods, he is not afraid.

Tennyson has expressed Ulysses' spirit in these fine lines which we all may make our guide:

"And tho' We are not now that strength which in old days Moved earth and heaven; that which we are, we are:
One equal temper of heroic hearts,
Made weak by time and fate, but strong in will
To strive, to seek, to find, and not to yield."

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**DAILY EXPRESS REPORT**

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**HARRY SLOAN**, Manager of our store at Alamosa, Colo., uses this form for keeping a record of express shipments received. Mr. Sloan has found this method so helpful that the Management has suggested publishing it in THE DYNAMO in order that stores which have not been keeping a record of their incoming express shipments, may profit by Mr. Sloan's experience. This form is intended for store use only.

*August, 1919*
Employees of the J. C. Penney Company who answered the call of their Country. List shows Stores in which they were employed and Branch of the Service they entered.

| Anderson, E. L. | McCoy, O. J. | New York Office |
| Anderson, H. | McGill, T. C. | Spanish Fork, Utah |
| Atkinson, Chas. L. | McNab, R. F. | Muskogee, Okla. |
| Atterberry, Sgt. A. R. | McShane, Sgt. L. J. | Bingham Canyon, Utah |
| Bader, A. F. | Magnier, A. | New York Office |
| Bahrendburg, Sgt. H. | Malmsen, Corp. R. L. | Mt. Pleasant, Utah |
| Barton, Sgt. H. M. | Malmsen, V. A. | Redfield, S. D. |
| Bennett, E. E. | Miller, J. A. | Miami, Ariz. |
| Brown, Sgt. P. F. | Nixon, Robert V. | New York Office |
| Bruce, Corp. Sam | Olson, T. A. | New York Office |
| Buckingham, E. | Oliver, Ira L. | Pullman, Wash. |
| Burns, Robert | O’Shea, David J. | New York Office |
| Campbell, J. D. | Pedersen, V. C. | Rexburg, Idaho |
| Christiansen, Sgt. J. F. | Poole, L. W. | Rexburg, Idaho |
| Cleary, E. J. | Price, Corp. J. E. | Mesa, Ariz. |
| Currell, Corp. R. S. | Revem, Sgt. B. O. | Dickinson, N. D. |
| Drains, D. | Roenies, Sgt. P. H. | Wallace, Idaho |
| Duckworth, F. M. | Rutherford, Corp. H. I. | Richmond, Utah |
| Edwards, Sgt. T. H. | St John, E. | Lewiston, Idaho |
| Emerson, W. A. | Sanders, A. J. | New York Office |
| Fishwick, R. E. | Schneck, L. J. | Ely, Nev. |
| Floyd, R. | Schuck, F. F. | Virginia, Minn. |
| Freeland, J. W. | Schwent, Corps, Colo | Salt Lake City, Utah |
| Gettle, Corp. W. F. | Sherritt, Corp. R. M. | Shelley, Idaho |
| Gibbs, J. T. | Skands, Corp. A. | Midvale, Utah |
| Gilmore, D. | Smith, C. C. Jr. | Grace, Idaho |
| Gilpin, H. | Smith, Patrol | Red Wing, Minn. |
| Glines, Sgt. F. | Soll, A. H. | Red Wing, Minn. |
| Halloran, T. C. | Stone, Sgt. C. W. | Little Falls, Minn. |
| Hamilton, Lt. E. A. | Tanner, H. | Spanish Fork, Utah |
| Hansen, Merrill | Thomas, Glen | Colorado Springs, Colo. |
| Haught, F. W. | Trueblood, Corp. E. | Shoshone, Idaho |
| Hoffeifer, Corp. R. A. | Walker, Fred | Minot, N. D. |
| Johnson, H. J. | Weatherford, E. F. | New York Office |
| Joseph, H. | Weideman, R. C. | St. Cloud, Minn. |
| Kipple, Jess | Westering, Corp. K. | New York Office |
| Lane, C. H. | Whitehouse, Corp. J. C. | Preston, Idaho |
| Leffell, H. V. | Whitman, Sgt. D. E. | Bemidji, Minn. |
| Lieurance, Sgt. R. H. | Wicking, F. E. J. | Modesto, Calif. |
| Linton, G. C. | Willis, Sgt. B. E. | Bingham Canyon, Utah |
| McCord, Sgt. Sam | Worthington, Sgt. P. R. | Bakersfield, Calif. |
| Marysville, Cal. | Wright, P. G. | Downey, Idaho |
| Williston, N. D. | Young, R. B. | Mitchell, S. D. |
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A NATION-WIDE INSTITUTION
197 Busy Stores

From Our Humble Beginning in 1902, Covering 25 States in 1919
AND STILL GROWING!

KEY
Mother Store—KEMMERER, WYO.
197 Stores
St. Louis Office
St. Paul Office
New York Office