THANKSGIVING

We are, indeed, thankful for the religious and the educational example of the founders of our country, and we shall prove their worthy sons only by continuing to promote the Ideals they began.
Thanksgiving

According to an ancient custom of our people, the President each year appoints a time of prayer and thanksgiving to God. The cycle of the seasons has once again brought us to this day on which we as a religious people celebrate with prayer and thanksgiving the enduring mercy of Almighty God.

In all the blessings which mark the bounty of benignant seasons, this year has indeed been a memorable one. Year after year our Company has increased in strength and power. We have grown and prospered in material things to a degree never known before in any company of its kind. For the very reason that we have thus abounded in material well being, we owe it to God to show an equal progress in Moral and Spiritual things.

Material well being is an indispensable foundation, but this foundation avails nothing by itself. That life is more than wasted which is spent in heaping up those things which minister merely to the pleasures of the body and which augments the power that rests upon wealth alone. What does it profit a man to gain the whole world and lose his soul? The things of the body are good, but best of all are the things of the spirit.

Let us, therefore, both as individuals and as a Company, set our faces resolutely against evil. With broad charity and good will, with a determination to smite wrong, let us strike with all the strength that is in us for righteousness in public and private life. With one voice let us sing praise and thanksgiving to God for the multitudinous blessings we have received.
Joseph Wharton

BY PROF. D. WALTER MORTON, EDUCATIONAL DEPARTMENT

The story of a man who believed in business education and who knew what it meant to spend his evenings in study.

THE lack of a college education need not prove a hindrance to one who has a desire to acquire learning. In fact, the career of Joseph Wharton clearly shows that one may really acquire a liberal and practical education and not attend a college or university at all. Mr. Wharton, though not privileged to attend college, was greatly honored, however, by two institutions of learning, the University of Pennsylvania and Swarthmore College, both of which gave him honorary degrees. Undoubtedly these institutions felt they were honoring themselves in conferring their degrees upon this successful man of business and finance.

Joseph Wharton was one of five children of William and Deborah Fisher Wharton, both Friends, living in Philadelphia, where Joseph was born, March 3, 1826. He had some privileges along educational lines, for he was given instruction by private tutors, and at the Friends' School in Philadelphia. He attended the private school of Fred. A. Eustis, in Philadelphia, expecting to go to Harvard University, but this ambition was never realized. Instead of going to College, young Wharton went to work on a farm, where, by studying evenings, he finally achieved an honored place among the scientists of his day, as an authority on Chemistry. In fact, this man, largely self tutored, was appointed one year to the chair of the Visiting Committee on Chemistry to Harvard College, a compliment one of his biographers, Mr. Harrison S. Morris, says he never forgot and always quoted with extreme satisfaction.

The farm could not stifle his desire to know things. Every evening regularly found the future successful manufacturer poring over French and German books and studying chemistry, all this he did in the winter time, at Boye's laboratory, in Philadelphia. After a time, he left the farm and became office boy and later bookkeeper in a Philadelphia dry goods house, but bookkeeping did not appeal to this young man, with a scientific turn of mind. At twenty-three or twenty-four years of age, he became manager of the Lehigh Zinc Company, assuming complete control as lessee in 1853.

How often he must have thought of those long, tedious evenings spent in the chemical laboratory, only to be thankful for those fundamental principles of chemistry which he thus learned, for as a result of those evenings of study, he established the first successful smelter in America.

When the Lehigh Zinc Company lease expired, Mr. Wharton turned his attention to the production of nickel. At this time nickel was so scarce that the United States Government was compelled to discontinue the coinage of the nickel-alloy one cent piece. Mr. Wharton with clear vision saw what it would mean to develop the production of nickel, and he purchased, therefore, large nickel ore deposits from the Gap Nickel Mines, at Lancaster, Pa., and, also, an abandoned nickel refining plant, at Camden, New Jersey. Mr. Wharton applied the principles of chemistry which he had learned in operating his nickel plants and soon he was turning out the first malleable nickel ever made. The United States Mint, too, profited by the increased production of nickel, for a large portion of the metal produced at the Wharton works was used by the United States Government in making small coins.

It was at this time that Mr. Wharton proved his faith in the future of the nickel industry and showed his courage and persistence, in the most discouraging
circumstances. A man with a weaker heart and less courage might have given up, but this man of Quaker training had early steeled himself to meet and overcome disappointment and discouragement.

In 1873 he sent to the Vienna Exhibition a sample of nickel axles, axle bearings, bars, rods, cubes, a horse-shoe magnet and magnetic needles of forged nickel. Visitors and manufacturers to the exhibition never noticed this exhibit of the nickel manufacturer. There was no interest and no comment. Mr. Wharton however never wavered in his belief that the merit of wrought nickel would be recognized and one day appreciated.

The Wharton exhibit in Philadelphia, in 1876, was met with the same indifference as was shown at Vienna. Another exhibit was sent to Paris in 1878. Again there was no public interest or comment. Even the chemists themselves had never seen pure nickel, which was considered merely a curiosity. Some of the objects shown in this exhibit still retain their lustre. The judges finally were able to recognize what the chemists and the public did not appreciate, and the Paris exhibit, in 1878, brought the long sought for recognition of a golden medal award.

Mr. Wharton did not confine his activities solely to the production of nickel, he aided also in establishing the Bethlehem Iron Company, of which he became a Director and the controlling spirit. It was while he was the controlling factor in this great corporation, that the first armor plate was manufactured for the United States Navy. Thus we find this lad, who pored over his books in the evenings, after the hard day’s work on the farm was finished, not only helped his Government by providing the necessary metal needed for coinage purposes, but also contributed his share better to equip his country’s men-of-war to defend the honor of the Nation on the high seas. During our war with Spain the armor plate constructed ships were fully tested and proved their power and superiority over the Spanish Armada at Santiago.

With the advent of Charles M. Schwab and the interests he represented, Mr. Wharton sold his holdings in the Bethlehem plant and turned his attention to the four blast furnaces which he built at Wharton, New Jersey, at the same time retaining title to large coal and ore lands in Pennsylvania and Virginia.

Besides being President of the Iron and Steel Association, a Director of the Lehigh Valley Railroad and the Farmer’s and Mechanics National Bank, of Philadelphia, he had many other interests. He was an ardent protectionist and after the Whig Party had disbanded, he became a staunch Republican. He wrote many treatises on the policy of protection and other industrial and scientific themes. He refused a sure election to Congress, but did head the McKinley electoral delegation from Pennsylvania. His scholarly attainments were recognized by membership in the American Philosophical Society and the Academy of Natural Sciences.

Education interested this man greatly. He believed it possible for the business man to receive a foundation training which should be broad enough to give well rounded development, such as he finally acquired and early in life wished and longed for. In accordance with this belief he gave half a million dollars to found a Business school at the University of Pennsylvania, where today thousands of young men are receiving the fruits of his bounty, in a liberal training for business life, at the Wharton School of Commerce and Finance. Swarthmore College, too, of whose Board of Trustees he was President, also benefited by his generosity, for here he endowed a chair of history and economics and built the Wharton Hall.

In conjunction with the late Samuel Willette, of New York, he established a scientific laboratory for research at Swarthmore College.

His biographer, Mr. Harrison S. Morris, says of him: His business head was marvelous. His keen eye seemed to see physically just what events would flow from given causes. He could apparently look through an entanglement of existing affairs and co-ordinate their results with unerring foresight. He knew every in-and-out of technical business. He rarely received a legal paper for execution in which he could not lay his finger on some blemish, that would ultimately work detriment, and he had some vast treasury of knowledge on all the forms for possessing and passing real estate, upon which he could draw with faultless memory. His command of the methods of finance was perfect. He was by instinct a banker; and he would have been a memorable Secretary of the Treasury, had he allowed his friends to put forth the effort which alone was needed to elevate him to that office. He knew how to act with deadly swiftness, and he knew how to wait—both trading capacities of the highest order.

The life of Joseph Wharton should be ever an inspiration to the young man, who desires a training for his life’s work, but who cannot take the time or has not the money to finance himself through a college course of study. Mr. Wharton’s career undoubtedly proves that time spent in evening study, even after a hard day’s work, will later return large dividends on the investment. Determination to succeed, coupled with a willingness to pay the price of personal sacrifice success demands, brought him a sure and rich reward, and to such as follow his example a like reward is assured.

Herein lies the value of biography. It teaches us that which men have done, men can do again. In such stories as this one, there is vision for the blind, strength for the weak, assurance for the hopeless.
Heart to Heart

BY DR. FRANCIS BURGETTE SHORT

I WOULD like to take you into my confidence and disclose to you a dream I had the other day. No, I was not asleep in my Office. Folks are likely to dream about things in which they are greatly interested in the day-time. So I dreamed a dream that startled me and when I came to myself I said: Can it be possible? It can be and is possible. But will it be? Yes, it will be.

THE APPROACHING CONDITIONS

I WAS seriously questioning whether or not any of us sufficiently grasps either the present or the rapidly approaching situation of our Institution. It is not expected that a preacher shall have any financial conception of present or possible conditions in matters of merchandising. But my dream impressed me with the idea that others are lacking in a sane conception of the present magnitude and the approaching certainty of our organization. We have stopped talking in terms of cents and dollars and even hundreds and thousands. The speech of the J. C. Penney Company today is in millions—fifty of them.

But the dream—you too, are interested in it. You too, are a part of its operating program. Upon your intelligent co-operation and enthusiastic work well done depends whether or not the dream I had will come true, and whether or not the principles involved in our Company's original program of action shall continue to inspire and actuate all our individual efforts and combined movements; or whether we shall fail to sense the situation that confronts us—the largest Institution of its kind in the World—and thereby allow its realization to pass from our grasp and the services it would render become the happy privilege of some other Company.

GIGANTIC TASKS COMING

O THAT dream! It fairly startled me. It made my brain whirl, and I became astonished at its proportions. I drew back from the task that it thrust upon the Department I am asked to direct, and important as this Department is, I almost trembled as I thought of the gigantic task that was sure to come to our Directors, the Department Managers and our Buyers. O yes, the Shipping Department and the Stores are vital factors in this great Institution but before they can function, the money must be provided by the wise counsel of our Directors, the Accounting Department must be handled, wisely and correctly, the vast accountings that pass through its hands and the Goods must be bought by skilled and clear headed experts.

O that dream!

Its volume staggered me—the millions of Goods that must be bought, shipped and sold. The accuracy of its accounts that are almost beyond numbering. The thousands of its Associates that must be secured by an Employment Department that possesses both sense and feeling. The strategic location of new Stores that must be found by a Real Estate Department that knows the "run" of folks. The common sense wisdom of the Training Department must seek to lead, teach and inspire.

O that dream!

I wish I could make you see it as I saw it, and feel it as I felt it. It came to me with eyes wide open when the daylight was fairly streaming through the windows of my Office.

FROM 300 TO 1,000 STORES

O NE afternoon I sat alone, thinking over the privileges and the problems that are now, and those that are sure to confront me. I saw rapidly multiplying conditions and opportunities rising before me. Instead of three hundred Stores doing an annual Business of $50,000,000 and the association of 3,000 busy folks reading their House Organ every month, I saw a line of 1,000 Stores doing an annual Business of $175,000,000 and the association of more than 7,500 enthusiastic and busy men and women reading their DYNAMO every month and most of them fitting themselves for a larger service by improving every available opportunity. And this was all coming to pass in——.

I want you to read the foregoing paragraph through again. I want it to sink down into your very soul and then rise high into your imagination. I want to know whether or not it stagers you, thrills you and makes you feel incompetent to handle the problems of your Department as it stagger, thrills and makes me feel incompetent to handle mine?

What a gigantic task is before us all! What a wonderful opportunity comes to us on the wings of the morning! And the responsibility following the

NOVEMBER, 1920
opportunity and the task is staggering to every conscientious soul.

AN IMPORTANT QUESTION ANSWERED

What shall we do about it?
FIRST:
We must seek to see and know its problems and its possibilities just as they are. Only a correct Vision of the task confronting us and a keen appreciation of its magnitude will prompt us to prepare ourselves to handle it as it comes. Let us then diligently seek to see these 1,000 Stores and all their accompanying meaning in a clear and undistorted view. Let us deeply ponder their meaning to us as individuals and as an organization and their meaning in service to the communities in which they shall operate. Look! There they are—1,000 Stores, more than 7,500 associated men and women, doing a business of more than $175,000,000 and rendering a service of untold value in the year of——.
SECOND:
The vision of that dream will incite self-examination. We need to measure ourselves by approaching tasks and to ascertain whether or not we are fit to meet them. Great tasks require well prepared men and women to meet them; there must be strong bodies, determined souls and splendidly furnished minds. We must not merely keep up with our constantly increasing business. We should keep ahead of it in mental preparation and be able to push it rather than permit it to crowd us. Preparation, then, is a necessity. And there is no other time so valuable to you and to the Company as the time you honestly spend in preparation to handle the onrushing colossal business.
THIRD:
Our Board of Directors have anticipated our need and sensed our required provision. But the Board cannot do more than provide for our needs. Our Associates, in the Stores and Offices, must lend themselves seriously and studiously to the plan and study and work, work and study in order to arrive at the desired goal. Neither mental ability, inclination, energy nor determination can be furnished but where these abound, there will be furnished a program for training that will make fit the men and the women to enthusiastically handle the dream for ——.

ORGANIZED EXPERIENCE REQUIRED

How shall it be done?
One thing is quite sure—our Store Associates work enough hours; they give themselves wholesomely and wholly to their task. Noble bunch of Boys! Indeed none nobler have ever related themselves in a common undertaking. But like all strivers toward worthy goals, they require and must now be shown how to organize their experience into a system of unified co-operation to the end that the largest results may be secured with the expenditure of the least possible energy and effort.

The soldier is not alone a trained man in the technique of military affairs; he is also brought into an organized Army for the purpose of expressing his individual training in harmony with others who have likewise trained. There is added power that results from the association of these trained men in the moving Army, and a power that could not result should they seek to operate alone.

Hence the lesson is very obvious to every J. C. Penney Company man that when experienced men become trained so as to relate their experiences after the manner of an Army’s movements their powers are many times increased without the increase of either their energy or their effort.

NOT AN IDLE DREAM

THE scheme in its general proportions is presented in this issue of THE DYNAMO; that it will receive the hearty approval and acceptance of our Associates is assured and their ability to render a larger service more easily by mastering its principles is guaranteed. The dream will not prove an idle fancy nor shall the planning of the Board of Directors be profitless. In due time the first Lesson will be sent to every known Associate, and the forward movement of organized experience, to the end of a larger efficiency, will have begun. Meantime, let everyone plan to improve the coming opportunity.

EDUCATIONAL DEPARTMENT PLANNED

OUR entire Staff of associates knows that the Board of Directors, at the last Convention, announced the creation of an Educational Department for the Company. The special functions of this Department are to continue the publication of THE DYNAMO and to direct in the preparation of a Business Training Course for all to equip themselves for the larger opportunities and responsibilities that are sure to come.

Since that Convention, the Educational Department has been directing its attention toward the matters assigned it and progress has been made thereat. Indeed, there is occasion for pardonable pride at the success the Board of Directors will be able to report, aside from some evidences that appear in this issue of THE DYNAMO.

The Board desires to report that it has secured the services of Dr. Thomas Tapper, of New York University, and Prof. D. Walter Morton, recently connected with the University of Oregon as Dean of the School of Commerce. These well trained and thoroughly experienced men in their respective lines have come to the Educational Department to cooperate with the Educational Director in planning and carrying out one of the best programs thus far undertaken by great business Institutions.
The Purpose of Our Educational Department

BY E. C. SAMS

I HAVE been impressed all my life with the fact that a man must study in order successfully to cope with increased responsibility.

Otherwise the development of his business will find him incapable of mastering its newer problems. If a man prepares himself through study he will never be found wanting in ripened judgment to handle his business properly.

When the J. C. Penney Company was founded we enjoyed no greater opportunity for intensive work and the success that accompanied it than our men have today. We were all eager to establish the business on the most solid foundation possible. We proceeded on the most practical fundamental principles. Every man who went out from the Kemmerer store was not only a well-trained man, but he had so absorbed the fundamental ideas of the plan, and was so imbued with the spirit of things, that he became a trainer of men as well. He knew the lessons of Industry and Sacrifice and he passed them on realizing that every man who identified himself with our Company must learn these lessons thoroughly.

The same intensive training and righteous viewpoint of business are as essential today as they were in the beginning and they will forever continue to be essential. In those days we felt that we were developing a secure, service-rendering business. We did not think of it as a great business, for we did not know how great it was going to be. But at the same time we put in long hours, hard study, and every ounce of our strength. Thus we took care of the problems of the business as they came before us.

Today I recognize that the one great necessity is to carry forward and preserve the original idea of training as it was inaugurated at Kemmerer. For the farther we get away in point of time and in numbers of people from those early years, the more essential it is to remember that only hard training and sacrifice, coupled with serious study of difficult problems, give men mastery in the conduct of their affairs.

HENCE, I conceive the great and essential purpose of our Educational Department to guarantee, to everyone who enters our Company, thorough training in business practice, and thorough knowledge of merchandising methods. Its purpose is no less than to make every man fully aware of what is meant by the words INDUSTRY, KNOWLEDGE, SACRIFICE and PROGRESS.

But a large organization like ours will work in vain for educational ends unless it has the full cooperation of those for whom the Educational work is designed. It is incumbent, then, upon all of us to meet cheerfully and loyally the demands of the educational training that is being provided for us. The first necessity is that we shall learn to organize our Leisure, for it is with leisure hours alone, few as they are, that we shall be able to take up the Lessons of the Educational Course and work them out. No one knows better than I how incessantly our men work, how endless are the demands of the Store upon the time and strength of its personnel. But this very fact of incessant demand upon our time makes it all the more necessary that we shall regard our few hours of leisure as the most precious possession we have. For it is only by capitalizing leisure in terms of greater education that a man can move from where he is to where he wants to be.

What effect will our Educational work have upon our business as a whole? To begin with, it will emphasize to our rapidly-increasing number of business associates the basic principles of the Organization. It will make clear to all our associates upon what our success has been based; upon what course of action our success shall continue.

It will define and make clear our policy. It will guarantee that our policy shall be presented in one and the same manner to every one of our associates; it will emphasize the necessity for the continued study of our policy; it will result in that policy being maintained and unified.

All of this will bring about better self-organization of the individual. It will put man-building upon a scientific basis. It will bring before us, in an orderly, scientific manner, the varied problems of business and enable us to solve them in an orderly, scientific way.

Therefore, I welcome the work of our Educational Department as a great essential in our business. It is dedicated to the purpose of making possible increased service with increased understanding and ability. I recommend it unreservedly to every worker of the J. C. Penney Company Organization.
Current Topics

BY DR. THOMAS TAPPER

TRUTHFUL ADVERTISING

The Associated Advertising Clubs of the World at its recent meeting at Indianapolis is said to have authorized a statement that exaggerations in advertising have been reduced seventy-five per cent. in the last fifteen years. It is reported that representatives of thirty bureaus, whose purpose is for better business, were present. They are reported to be active in scrutinizing all advertising and earnest in the endeavor to prevent a legitimate advertiser from suffering from the near company of a man whose advertisements are untruthful.

These Bureaus scrutinize advertisements for the daily papers and magazines.

PROFIT SHARING

It has been pointed out by many business men who have either made or witnessed the experiment that profit-sharing can hardly be offered as a solution of the waste problem. It is found almost invariably that workers resent any effort on the part of their employers making for paternalism.

The secret of the matter is not profit-sharing, but wisely arranging matters to the end that men may participate in profit-earnings as the only proper doorway to profit-sharing.

Employees are not looking for bonus tips, but every man is eager so to relate himself with business that he may give it his best endeavor, knowing that his place is secure and that he shares fairly as a partner in what he helps to produce. It is reported that from 1870 to 1896 seventy per cent. of all profit-sharing plans were abandoned after a trial averaging two or three years. One firm testifies that profit-sharing in our line of business is an injury.

Give a man, however, the status that he receives as a J. C. Penney Company worker and the finest relation is established between men that has yet been put into practice.

PERSONAL EXTRAVAGANCE

A recent editorial in the New York Tribune says: Words of wonderment are heard about the fact that people who actually work with their hands have been buying silk shirts. Well, what of it, the Tribune asks. And it continues. May every worker in the country own all the silk shirts his heart desires. May every factory girl have a ribbon for her hair. Just now perhaps they want to get things without hard work, but that is a passing phase.

We hope it is nothing worse than a passing phase. Many writers and students of modern finance have taken a more serious view of popular extravagance. One of the leading economic thinkers of the day, Frank A. Vanderlip, has this to say about it:

Inherently the American business outlook is sound. But the next six years cannot be so boundlessly prosperous as the past six. And unless the American people curtail luxurious extravagance there will be difficulties ahead.

The sooner this nation realizes that and gets back to the hard fact of economic life and to a sounder business morality, the better it will be.

WOOL

We all remember from our nursery days:

Bah! Bah! Black sheep, have you any wool?

But we didn’t think in those days that the nations of the world would ultimately turn to Australia for their wool supply. Dr. Peter Murphy of Sydney is quoted as saying, in the New York Sun:

It is quite natural that sheep raising is the chief industry of Australia, and that Sydney should be the principal market. This market is now the largest in the world, and there in the shearing season gather buyers from all parts of the world. They come in thousands. They are all yelling and shouting their orders and the scene is gay with color and vociferous with many dialects and languages. The wool exports of Australia run well over a hundred million a year.

GETTING BACK TO NORMAL

About half the working capital of the nations engaged in the war was destroyed. It was the accumulation of years of industry, production and saving. The world can never get on as well as it did until this lost capital is restored.

How can that be done?

By only one method: Producing wealth and saving part of it. The time it will take to recoup the world’s loss depends on the willingness of the people to work and save. With full production and reasonable economy, steadily kept up, we shall regain the lost ground in surprisingly short time. But with half-hearted work and continued extravagance, the struggle will last for generations.

With these facts before us it becomes every man’s problem, every woman’s problem, and the problem of every boy and girl. Industry must be the keynote. Production and saving the refrain. These must be household words throughout the land and throughout the world before we can hope to regain the lost ground.
Our Educational Department

Its Place and Purpose

BY J. C. PENNEY

WORDS are regarded as the universal currency of thought. This statement is true to a limited extent, but a large vocabulary is of but little use without the knowledge of how to employ it. Words are the tools with which we may work. To get the best results we must necessarily know how to handle them. Unless a man is able to express himself clearly, forcibly and well, he is essentially an uneducated man. To do this, then, should be an accomplishment for which every live man and woman should strive.

The Government of the United States has established a Bureau of Education by which carefully planned courses are offered to the men and women of the nation. It is difficult to estimate the value of a systematic course of reading in the great literatures of the world. It widens one's horizon, deepens one's current of thought, quickens one's interest, develops one's imagination and makes all life richer and fuller, both in the life of the individual and of the nation.

Let us see, now, what education has done for the merchant. No doubt, in your recollection, you have in your mind a picture of the country storekeeper of your childhood days: his store windows covered with dirt and dust, as were the wares contained therein—a correct index of the store. On one side are located the groceries, sorghum and side meat, barrels containing pickle and salt mackerel. On the other are the silks and satins, notions, hosiery and piece goods. The store is dark and dingy—poorly ventilated and lighted by old-fashioned kerosene lamps. In the center is located the soft coal stove, set in a box filled with sawdust or ashes. This made a convenient receptacle for the male village gossipers who found the local store a regular loafing place. A dozen or more chairs were strung around about. When these were filled, the counters were pressed into service. Much time was spent on giving their opinions as to politics, how the Government should be run, etc.

I recall in my boyhood days a proprietor of a store located in my home town, who was a great chess player. The store was the rendezvous for the leading professional men of the town. Times without number have I seen customers come into that store, stand around and wait, or else leave without being served. All on account of that all-absorbing game of chess.

But things have changed somewhat since those days. In some out of the way places a slight resemblance of the former storekeeper may exist but not to the extent he once did. The automobile has brought the city department store to the door of the villager. The mail order catalogue has found its way to remote hamlets and isolated farm houses. The chain store has made great inroads the last twenty years and has forced the merchants in the small towns to wake up. They have aroused themselves from a deep slumber, shaken the dust from their feet so to speak, installed modern fronts, with lighting systems that vie with those of the city. The interior of the store has been entirely changed. Salt pork, sorghum, coal oil, and sugar are no longer dealt out by the same clerk who sells silks, satins and the like. The foul smelling grocery stock is either in a department by itself or discarded entirely. The ledges and cornices are trimmed with up-to-date goods which attract rather than repel. Steam heat has replaced the old cast iron stove and the one time loafers no longer congregate as in the early days. In most stores an obliging corps of sales folk are there anxious and ready to serve the customers.

Now this change is attributable only to education. The old time merchant has been superseded by the young active aggressive store-man, who makes frequent trips to the different trade centers, or at least is a subscriber to a number of representative trade journals. The help also read and study, and therefore have become posted on the manufacture of goods and the best possible way to dispose of them. Many of the larger stores, particularly of the cities, have, for some time, conducted schools and compelled their sales people to attend. So keen is competition today that this education becomes imperative.

All these years we have been endeavoring to educate our associates and train our men and managers so as to become efficient. We feel we have been abundantly successful. But there is a danger always of our becoming too self-satisfied, too self-complacent. No greater calamity couldbefall our Organization than to have the many associates of our stores say: "Well, it isn't necessary for me to dig any more—and I am not going to do it." Remember your competitors are not all asleep; they are alive many of them and well it is that they are. I would hate to be in business in a town where the merchants were all deadheads. So if you are going to keep ahead and abreast of the times, you will have to work and work hard.

The Dynamo has done much to encourage our people to greater efforts. It is the aim and intention to make it bigger and better. But it cannot go far enough. For some time we, the Directors, have been thinking, planning, as to how to educate our men and women. Thus our Educational Department
became organized, in charge of which were placed men of recognized ability.

A carefully prepared course has been planned, adapted particularly to the J. C. Penney Company way of doing business. This course is to be offered to all our associates with the hope that they will study it and become benefited by it. One of the most assuring signs of the times is the fact that most people are endeavoring to improve their time and minds, and I shall be very much disappointed, indeed, if our folks should prove an exception.

Eighteen years ago a few dozen stores looked like the maximum number we could ever hope to have. Nevertheless, while building a foundation, we layed one strong enough to carry any number. The success we have achieved has not been due to hard work alone, but to study and application. I know this to be a fact, for I have seen the men who are now guiding the destinies of this Organization develop from just average men to be the men you know them to be today. These men have studied hard, realizing full well the possibilities and the opportunities afforded, and were determined to fit themselves for the responsibilities imposed upon them. Now what if eighteen years ago we had said: "Well, what's the use—there is no use to work my head off, break down my health"—but suppose we had gone along just in the ordinary way—do you suppose we could be boasting of 312 stores today? No, never. And while I do not care to venture a prediction as to the number of stores ten years hence, I will say that if every man and woman will increase his and her potential energy just 25 per cent., there will be no limit to what we may accomplish.

It is not my ambition to have the biggest chain of stores in the world, but the best; and also, the most loyal group of storefolks one can find anywhere. Now there is only one way do do this, and that is for each and every man and woman to make a solemn resolution to start today from just where they are. Make up your mind (and be determined about it) to take this course and get out of it all there is in it. You know men or women are always judged by the way they handle the job at which they are engaged. The way to advance is not to wish, for if wishes were horses all beggars would ride, but to dig, work, study, and then more study. In this way you will do your job better than it has ever been done before, better than you have ever done it. And you will be fitting yourself for the place just ahead.

Be ambitious. Don't be too easily satisfied with yourself. It's a good sign to see one dissatisfied with oneself, if one is always endeavoring to improve oneself and take full advantage of every opportunity that presents itself to forge ahead.

When and How to Study

by J. H. Wallace

Manager, Lima, Ohio, Store

In my opinion the best time for our people to avail themselves of the opportunity for study, as outlined by our Educational Department, is in the evening. Let us try to get in one hour of concentrated study before retiring. One hour should be given over entirely to a determined effort to look the subject through and through making notations, writing and rewriting the topics you wish to have indelibly stamped on your memory. The next morning (before breakfast) there should be a ten or fifteen minute review of the main points of interest.

Every man should attempt to add something each day to his store of knowledge. It is only by careful application, holding fast to the determination to be thinkers, not dreamers, that the habit of concentrated study will be formed. Strive to be mentally alert at all times. Don't let instructions come to your mind as a jumble of words, but find and retain the thought they are intended to convey. Constructive reading and study can become a fascinating pastime, but with some, the desire for it must be cultivated.

A great doctor once said: "In all my practice as a physician, dealing with nervous diseases, I can say, without hesitation, that I have not met a single case of nervous or mental trouble, caused by too much thinking or over-study." Sir Walter Scott said, "The best part of every man's education is that which he gives himself."

Many large organizations in this country have established training schools, to assist their employees in securing more knowledge than they have had opportunity to acquire. Benjamin Franklin and
Abraham Lincoln, two of the greatest men of their day, obtained their education through their own efforts. No kind benefactor, such as the J. C. Penney Company came forward and offered them a course of study, carefully outlined by some of the greatest teachers of technology and business efficiency.

I AM a firm believer in habit. Setting aside a certain part of each evening for study will necessarily call for a liberal supply of will power. But things that count are gained only by study and thought, when others are busy with pleasure. I believe there is an appropriate time for performing each task, and that, if done at and in its own time, more will be accomplished.

We must build for the future. Successful men look ahead. What is good practice today, may be obsolete tomorrow. The business education of a quarter of a century ago will not do for today. There is but little excuse today for the man who neglects to keep himself abreast of the times. No longer is it possible for a man to rise to the top in commerce or industry without bringing to the task a determination to employ his leisure time in the acquisition of special knowledge along the lines of his business.

Personal Benefits of Organized Study

BY LEW V. DAY

Manager, Everett, Wash., Store

THE J. C. Penney Company, through various sources, has in the past suggested that its associates would better fit themselves for their life's work through some form of study.

Recognizing the fact that "hit and miss" study is practically useless, our Board of Directors now requests that we systematically study the business and personal efficiency Course being prepared for our use by Prof. Whitehead.

It is safe to say that this Course will be enthusiastically received—one hundred per cent. strong—at the start.

Some of you will read this Course. Others will study it. Some will agree that its principles are splendid and true. Others will accept the suggestions and apply them to their work.

What you and I see in this Course will, in a large measure, depend on what we are looking for, and that is exactly as it should be.

The real reason for a course of study is that the student may understand those principles and practices which if applied correctly in his life or to his work, will strengthen him where he is weak.

It is then of great importance that every person in this Organization immediately review his qualifications for his work. Let each one of us check up his mental equipment and see upon what we are dependent to carry us to higher responsibilities.

Make a fair and honest analysis of yourselves and in doing so you will easily discover all weak points. When this is accomplished you have made your first and probably greatest step in self improvement.

This course of study will be so comprehensive that you will find in it the proper solution of your problem. It may be that you will have to dig to find it but the answer will be there, and the harder you dig the more worth while will be the result.

ORGANIZED personal study at home will acquaint one with the principles, practices and suggestions necessary to fit one for advancement. Organized class study in the Store Meetings will be the means of a better understanding of these factors of development.

Properly organized personal study at home means this. One must have a regular study period. Nothing must interfere with the study program. And the student must concentrate on the study work with an earnest effort to get the greatest amount of benefit from the Lesson.

Properly organized class study will be those Store Meetings in which all or a part of the time will be devoted to a clear understanding of the Lesson and the correct solution of its problems.

This will not come through some member merely reading the Lesson and then some one else making the discussion.

If you expect results every member must take an active part.

A splendid method would be to have one member appointed teacher for the meeting. Have a different teacher for each meeting. Aside from the study of the Lesson this method will instil in each member
confidence in himself and develop strength and poise of leadership.

These details are for you to work out. It is for me to impress upon you the utter uselessness of attempting to study this Course in a half hearted unsystematic manner.

You will get no benefit whatever and no understanding of the splendid principles of business and personal efficiency contained in the Course unless you outline for yourself a program of personal home study—and adhere to it.

EACH one must, in addition to this personal program, be responsible for the success of the Course in the Store Meetings.

We believe that it is the desire and ambition of each associate in the J. C. Penney Company to make progress and to become more efficient in this Organization. To those of you for whom this is true allow me to suggest a motto which can be applied to your studies, your work and your lives:

Be dissatisfied with the lesser when the greater is possible.

The Value of a Business Training

By F. R. Payne

Manager, Salt Lake City, Utah, Store

The value of a business training is beyond estimation, but we can by comparison discover it in a measure. The athlete subjects himself to a rigid discipline of diet and work to fit himself for his race. The pugilist takes months of time in training to fit himself for his fight. Why? Because he cannot hope to win unless he is trained. Is not the business man trying to win? Is it not, then, quite as essential that he be thoroughly trained in his line of work as the athlete or the pugilist?

A good constitution coupled with a desire to work are rare blessings, the first not sufficiently appreciated and the latter not sufficiently cultivated. A fine constitution topped with a good thinking mind makes the higher type of man, and the thinking mind is the result of application or study. The greater the application the better developed is the power of thought or concentration. Generally speaking the higher development is the result of college education. However, some of the brainiest and most successful of our business men are not college men, but they are men who have concentrated on their particular line of work, and their success is usually the result of a determined spirit. They have had the will to do and have set about to accomplish.

Rightfully, then, should not the success of the man of business be dependent upon the amount and quality of his business training?

Let us take our own splendid Organization. Is it not true that we are prone to accept it as an indisputable fact that if we once become a manager we stick by hook or crook, and our success is assured? We know that as a rule we all succeed. But is it because of our individual training or because of the Organization? Are we working, thinking, training, for a chance to help the Organization?

In the past we thought in hundreds, today we are thinking in thousands. But what of the future when we shall be dealing in millions? Will the mediocre effort of the past suffice? No, we shall have to wake up and start that rigid training. As the Organization grows so will grow the insistent demand for highly trained men, and as they will be an urgent necessity, there will be only one course to pursue: either we must develop these men from among our present force or we must go out and hire them where they may be found. This step should not be necessary and it will not be if the rank and file of our present men awake to the demands that will surely be made upon them. There is only one way to be a trained business man, and that is by application. If you have not the determination to acquire, you will not get the training you will need.

Our Organization will soon make it possible for every man to be a trained business man. Let us all determine now, to co-operate to the end that we, too, may render our share of the effort that shall be required to continue to build. Let us watch for the great opportunity that will be presented to us and take every advantage of it. Thus we may come a step nearer that honorable position wherein we may say we also gave as well as received. None of us can afford to neglect so great an opportunity even if from a selfish standpoint.

Let us make it one hundred per cent efficiency in the training.
The Manager's Gold Mine

"Why not dig?  The treasure is there."

By A. W. Armstrong
Manager, Webster City, Iowa, Store

ALL about us in the vegetable, mineral and atmospheric world are hidden forces of immense power and utility. These forces have been there since time began,—waiting for science to appear and to harness them for the needs and uses of mankind. Not long ago a mechanic in our city working in conjunction with a chemist took some common weeds, pressed them into an iron box—poured in a little water, connected this box up with another one filled with certain chemicals, hitched the whole contrivance to the engine of his automobile and drove to Des Moines and back, a 170 mile trip, at a cost of only fifteen cents. The energy hidden in these vegetables and chemicals has been there for centuries. Study, concentration, and applied knowledge at last brought this power to light. One might go on for hours relating instance after instance of this kind from the fashioning of the first plough-share to the discovery of the etheric waves which carry invisible messages around the world.

The forces and energies of life are here and have been here all through the aeons of ages that have passed. It remained only for men of thought to bring them into use.

Men hate to think. They love to be entertained. They like to see and hear wonderful things. Only a few men are real thinkers. The others are imitators. Thinking means sacrifice—it means satisfaction and achievement too.

Every manager in every J. C. Penney Company store has under his control the most powerful and wonderful energies in the world. There can be nothing to equal the power of the human mind. Hidden in the mind of men are undiscovered forces too wonderful for most of us to comprehend. Without the habit of study and thought these forces will never be utilized. Somewhere among the J. C. Penney Company employees there is a commercial genius who will out-shine all achievements of the past if he can ever be brought to study and to think.

SOMewhere in this institution there is a wizard of finance who will install systems of government and control that will multiply our power and influence if he can ever learn to study and think.

Somewhere among us there is a man whose mind will originate systems of stockkeeping and turnover that will astonish our pride in what we have already accomplished, if that man will only turn his mind to study and thought.

In all our stores, there are men and women who may become masters of merchandise and methods that will work wonders now and in the future if they will only study and think. It is up to you, Mr. Manager, to put these forces to work. It is up to you to sacrifice some of your time—to enthuse, to inspire, to point the way. You are the leader. Our Board of Directors is about to place in our hands an opportunity for improvement that has no equal as an initiative step, in the acquirement of knowledge, which applied to our business will be of unmeasured value.

In your employ may be the man who will be the future Director of the destinies of this company. In your employ are numbers of men and women who will become master builders of business if you take the proper step now. You are the director of inspiration—the one who will make this effort a success.

Concentrated thought, study and action in one direction will accomplish great things.

"Experience teaches that resolution is a sole help in need."
—Shakespeare.

"The truest wisdom in general is a resolute determination."
—Napoleon.
The Value of Business Training

BY PROF. D. WALTER MORTON

ILLIONS of dollars are today invested in public and private schools for the training of business men.

One of these schools, the Wharton School, of the University of Pennsylvania, was founded by a very successful business man, Mr. Joseph Wharton, who believed that the business man should have a well rounded education, which would not be altogether confined to specific and specialized training in the line of business in which he was engaged.

The manager of a J. C. Penney Company store today should know something more than merchandising and salesmanship if he would live up to the largest possibilities of his responsibility as a store manager and associate owner. He must meet and successfully solve problems of management in the fields of finance, credit, transportation, accounting, insurance and even in what is so often called business law. He should be a well trained man, alert to every change in conditions, not only in his own town, state or country, but in the world-at-large. The great war in Europe vitally affected retail merchandising conditions in America, as we learned by experience during the war period, and in this reconstruction period following that conflict. The retail store manager, who is familiar with the economic laws of action and reaction, knows how to prepare for changed business conditions long before his untrained competitor.

The time spent in study, especially that in acquiring a broad business training, is not time wasted, but invested, the dividends on which will be available throughout life. The J. C. Penney Company store associate, as well as manager, often works hard through long hours, but always ahead is the goal—associate ownership in a store, when one has proven his ability as manager in a "try-out" store. There is no complaint about working overtime, for those extra hours are freely given, in order that one may the sooner learn and the earlier qualify as a store manager and later as a store owner.

In addition to the experience thus gained in merchandising, the J. C. Penney Company now proposes to provide every store associate an opportunity to invest a few hours in organized and systematic study by correspondence, which will give every prospective manager an opportunity to learn definitely what were the principles which really actuated Mr. Penney, Mr. Mudd, Mr. Sams, Mr. Dimmitt and the pioneers in the organization of our Company. The plans, principles and policies of business followed by these founders of our Company are a priceless heritage and all associates now are offered an opportunity to learn their rules and principles of business. Surely time spent in acquiring such knowledge is a wonderful investment and will pay dividends all through our future business life.

Mr. Penney says, in the May, 1919, DYNAMO: "Men, it is my experience that there is nothing in the world that you can devote spare hours to, that will pay such enormous dividends as the habit of study." Truly a few hours spent in systematic study, concentrated on information the J. C. Penney Company store manager needs to know, will be a most valuable investment.

Promotion never comes to any man until he is ready for it. We rarely reach the position higher up until we have made good in the position we now occupy. The position all J. C. Penney Company associates want and covet, of course, is that of store manager. The equipment demanded of the store manager of tomorrow will undoubtedly be greater than that demanded today, for stores undoubtedly will be opened in towns where the general level of education will be fairly high. The store manager must be prepared to take his place as a leader in the community, meeting its citizens on an equal footing and filling a place of the largest usefulness in the community.

THE wise store associate, who has the proper vision, will realize the wonderful opportunity. Our Organization is providing in the business training course of study now being prepared and will diligently study it, so that he may realize the actual value of such training by getting ready today to fill a larger place tomorrow.

The store manager of tomorrow cannot hope to succeed on his mental equipment and experience of yesterday.

France is prohibiting the importation of Luxuries. Is there a tip in this for you and me?

* * * *

Hit your own faults the hardest. They're closest to you anyhow.
A Business Opportunity for the College Man

By A. W. Hughes, Moberly, Missouri

THE opportunity offered by the chain stores to college graduates seems to have been overlooked both by the men in control of these chains and by college men. For years the Standard Oil Company, the National City Bank, and organizations of similar stamp have been combing the annual graduating classes for raw material until, in some of these companies, the sheepskin is the indispensable key with which to unlock the door to a business career. But in the chain stores, as in the J. C. Penney Company, the college graduate has been conspicuous only by his absence. It may be worth while, as the Company is laying new and carefully developed stress on an educational program, to inquire why this type of work has failed to attract the college man and why, despite this, our system of operation ought to appeal to him most strongly.

The young man completing a school course which has filled most of his life up to the voting age is eager to do, instead of learning of others’ deeds; to earn, instead of spending; to get an immediate return for his years of study. He wants to make a place at once for himself in the world of achievement, and usually he is confident that such a place must carry a fair salary and an assured social position. To offer him a job that pays less than he has been accustomed to spend, to tell him that he will work in the old fashioned way from sunrise to sunset, and perhaps a bit later, to describe the work as sweeping floors and demonstrating the respective merits of two pieces of gingham to doubting Missouri housewives—that proposition naturally arouses little response in the young man anxious to do something big.

But that is less than half the story! The worth while college graduate, the only type that could ever be a real J. C. Penney Company man, has learned at least three things in college. He has developed the power to weigh a proposition from more than one angle and to visualize the future as well as the present. He has discovered that the worth while prizes in the classroom or on the athletic field are won by hard work. He has proved the value of team play. Hence the deep appeal of an organization where there is an unique spirit of team play, where hard work does bring results, and where each worker may hopefully picture himself someday a partner in a company with a soul, not a cog in an impersonal machine.

Moreover the unusual methods by which this Company has been developed and the essential truth that every store is a school make the J. C. Penney Company a particularly fine field for the college graduate. True education was long ago defined as preparation for life. The ideal business or technical school teaches theory from books and drives this home with actual experience in office or shop. The college graduate, with some knowledge of psychology, economics, chemistry, his mother tongue, and his fellow student, has a plentiful supply of theory. He has the broad outlines on which to develop an able merchant.

In the individual stores of this company we have the finest practical training ground to supplement and make available these outlines. Once in the game of merchandising, and once given the opportunity of learning that lessons in rhetoric are first aids in advertising, that every sale to a doubting Thomas offers full scope for psychology, that processes of dyeing cloth and statistics about cotton are vital factors in daily life, that a commercial life means serving the community with honest goods at honest prices, once given this chance to use the years of study, to play the game, and to do something real, the college man will temper his theory in the fire of experience.

For there is room in the J. C. Penney Company for the college man. Today the largest business concerns have passed the stage where they look upon the college man as an expensive plaything or an outright nuisance. More and more they have come to believe with the wise farmer that “the sharper the scythe, the faster it cuts;” and that the four years in college, teaching so much not in the textbooks, have a cash value far beyond the same time in their own warehouses and counting rooms. The Standard Oil Company is not guessing when it singles out college men, supplements their general education with special training, and sends them to Asia or South America as ambassadors of American Business. Macy’s were not theorizing a few years ago when they sought a hundred college men to train in their store for the executive positions.

As the J. C. Penney Company expands, as it covers the forty-eight states and goes out in the international field, broadening each year its activities and scope, it will find increasing place for the college-trained mind with its rigorous postgraduate course in the J. C. Penney Company School of Successful Merchandising. Likewise the young college man will take his place and find his unmatched opportunity in the stores of the J. C. Penney Company.
THANKSGIVING

THANKSGIVING is one of America's outstanding annual festival days. Our Pilgrim Fathers first observed it at Plymouth in 1621 as an occasion to express their gratitude to God for His many mercies. Since 1817 the day has been observed annually by New York, and since 1863 it has been proclaimed by our Presidents, who have appointed the last Thursday in November as the day of Thanksgiving.

Two vitally constructive elements were readily manifest in the Thanksgiving attitude of our Pilgrim Fathers: They assembled for worship, thus recognizing God as the Blesser of their labors and the Giver of all good things. They placed great emphasis upon the instruction of their youth, thus acknowledging their belief in the importance of education as one of the principal factors in the attainment of life's largest possibilities.

These two elements—Worship and Education—have possessed the mind and heart of America's increasing millions of people. There is no Creed nor Cult recognizing the Fatherhood of God and His approval of the honest efforts of men, within our knowledge, that does not participate in the American spirit of Thanksgiving. We may not all alike bow around the Manger on Christmas morning in adoration of the young Child Jesus but we all can, and we all ought, at least, once a year to spend one day in devout and sincere recognition of our Heavenly Father, who has blessed the Nation with bountiful crops and a prosperity that cannot be measured in bins nor stored in barns.

"We give Thee thanks, O Lord! Not for armed legions, marching in their might, Not for the glory of the well-earned fight Where brave men slay their brothers also brave; But for the millions of Thy sons who work— And do Thy task with joy—and never shrink, And deem the idle man a burdened slave; For Thee, O Lord, our thanks!"

"We give Thee thanks, O Lord! Not for the palaces that wealth has grown, Where ease is worshipped—duty dimly known, And pleasure leads her dance the flowery way; But for the quiet homes where love is queen And life is more than baubles, touched and seen, And old folks bless us, and dear children play; For these, O Lord, our thanks."

We give Thee thanks, O Lord for health, home and happiness. We give Thee thanks for the opportunities to serve others and the privilege of lightening their burdens. We give Thee thanks for the open sky, for the open door to the Sanctuary, for the open way to Thy great heart and, too, for the open Book from which we may learn how to solve life's deeper problems.

PERSONAL GRATITUDE

THIS Thanksgiving, 1920, let every one associated with the J. C. Penney Company spend the day in appreciative recognition of God's goodness. And all the world will look better because it will be better for having cultivated for a single day a thankful disposition.

EDUCATIONAL FACTORS

TWO important factors are included in our Educational program: the issuing of our House Organ in the most helpful possible way for our large and ever growing number of associates, and the publication, promotion and conducting of our Business Training Course. In this connection it is quite proper to announce that our Training Course is now being prepared under the direction of our own Educational Department, and in due time will be presented in lesson form to each of our associates to study.

Upon reading the above facts—the Training Course being provided and the men who are to co-operate in carrying it to every associate in the J. C. Penney Company—there is a very just occasion for every one reading these lines to feel profoundly thankful
for the opportunity of personal improvement, for the Company that makes such an opportunity possible and for the motive that actuates all who are contributing their part thereto.

THE MEANING OF EDUCATION

The word educate comes from the Latin word *educere*, which means to lead or to draw out. And education in its broad and practical sense then means to draw or to lead out human faculties to their highest functions and powers. Education has still another function—that of assisting men to think correctly and to act properly. Hence for present purposes we are justified in saying that our Educational Department is seeking to draw men and women out to where they will be best fitted to render their largest service because of having reached the point where they are readily and easily able to think correctly and to act properly in all business relations.

![Image of a person reading]

TRAINED FOLKS DEMANDED

The times in which we live demand trained men and women; this fact is readily evidenced by every public and private school that opens its doors, and is further supported by the fact that business Institutions have long since placed important stress upon the trained mind, the skilled hand, the keen eye and the honest heart. The more all-comprehensive the education, the larger and the better service one is fitted to render the times in which he lives.

Education generally considered applies only to College and University men. This application is a mistake. Men have been graduated from Colleges and Universities without being educated, and men have become educated without having attended either College or University. The dominant factor in the case is the individuality of the man rather than the fact of his having or not having passed through a higher Institution of learning.

What, then, is meant in the great business world when the term *an educated man* is used?

Answer: To produce the largest results with the least expenditure of energy and effort requires an educated man.

How may this ability be acquired?

Answer: Either by special training or experience.

BUSINESS TRAINING IMPORTANCE

Why, then, the importance of taking this Business Training Course?

Answer: FOR PERSONAL CAPACITY ENLARGEMENT.

A man must be bigger than the position he occupies or another will soon have to take his place. Big Business can only be developed by men that are bigger than the Business, and its continuation is only assured by the constantly increasing personnel of those connected with it.

In view of the above fact, one thing is most evident: Our Associates must have their mental horizon broadened, their moral ideals of fair dealing firmly established and their business knowledge intensified by both training and experience. The result will be greater efficiency in every Store—more delight because of more ease in handling the Store problems—more Sales because of more experts—more profits because of a greater turnover of Goods.

Anything more?

Yes, lots more and some things less—less expenditure of effort and energy—less worry and fretting—less hours of work necessary—less mistakes to be corrected—less correspondence to be carried on—less work in every Department occasioned by needless blunders. To think seriously of the benefits that are sure to result from taking our Business Training Course will cause the reader to become almost shouting happy at the coming opportunity which will soon be the lot of every J. C. Penney Company associate. Herein is sufficient cause for Thanksgiving.

But once more let us note the importance of this Course. The present Officers, Department Heads and Associates in the Central Offices will one of these days have to give way to younger men; these men will have to be trained thoroughly in our Policy and Principles in order to direct the vast number of Stores that a sane management assures will be ours in the not far-away day. Managers and Associates out there in the Stores, to you is coming great tasks and enlarged responsibilities.

![Image of a person working]

What will you do with them?

Will you prepare yourselves to handle them in keeping with history of the Institution? Will you fit yourselves to continue a Business program whose conspicuous ideal is first to develop the Man rather than first to make the Dollar? Will you give yourselves to the mastery of the Business Training Course now in preparation under the direction of your Department of Education and thereby rise to your privilege of service and power? The answer is entirely with you. And I believe you will climb and not burrow, you will achieve and not fail and that the years will find you all carrying your full share of the undertakings with a song, while you render to those about you your full share of service.
Our $50,000,000 Mail Bag

The following are extracts from the many letters received in reply to Bulletin No. 1649. They show how our boys are going after that "soda" treat at the coming Convention.

We are arranging for an advertising campaign and while we may sacrifice a little extra profit, we are going to go the limit to produce our quota of the requisite amount to put the big figure across. You may count on ——— for the best in the shop, 100 per cent strong.

That's easy, we'll get it—don't worry.

Allow me to assure you of the complete co-operation of No. ——— to make 1920 measure up to the $50,000,000.

You may count on No. ——— giving her best efforts to reach that 62% mark.

We will raise our mark to $100,000 (more than 62%) for the last four months and then try to beat it.

The "sodas" are on Mr. Penney—sure.

You sure can count on ——— store putting across everything possible to reach our share of the $50,000,000. Might say that last Saturday was the largest day we have ever had here.

This is to assure you that store ——— is very eager that J. C. Penney Company reach the Fifty-Million goal.

This is to advise you that the wheels are already set in motion.

I have just written you of 100 per cent endeavor to put the big figures across in the yearly sales. This will take additional night work. We have averaged four nights per week here in this store since the convention.

I can say that the ——— store, although being a new store, will do its very best to bring up the quota to the fifty million mark.

I'm trusting that all the J. C. Penney Company managers co-operate and hit the mark set by Mr. Penney for 1920.

Every co-worker connected with this cog in the great wheel of Our Organization is on their toes and working together with the one great thought in mind FIFTY MILLION DOLLARS—1920.

I want to tell you that we are making plans to create more business in this store during the remaining months of the year and thereby do our share to sell the $50,000,000.

Count on us in co-operating for Fifty Million.

We wish as a store to endorse all you have said and pledge ourselves to do our utmost to make Mr. Penney's dream come true.

You may count on ——— 100 percent strong.

We will try and give everyone a double dose of the famous J. C. Penney Company "PEP."

We have our foot on the gas and our part of the $50,000,000 has been flowing in so regularly that we have not had time to acknowledge this inspiring message from you.

——— ——— hopes to be able to help materially in reaching the Fifty Million mark.

As for ——— we expect to put over our 62% gain for the last three months in the year and we are figuring on adding a little extra gain in case some of the boys have some misfortune and don't get there.

I have already held one PEP meeting with the boys and read them your bulletin and they are to a man with you and the balance of Our Organization in putting over this $50,000,000.

Want to assure you of ——— 's co-operation in this.

——— will put her shoulder to the wheel and do all in her power to help make that $50,000,000.

This store could not wait until October first to hold its meeting. It had to be done right now. We believe in striking while the iron is hot.

Meeting of the Penney PEP Club was called in due form. Mr. ——— moved that we adopt the numbers "6-2" as our working slogan, also the following resolution, that each and every member of this club Resolves: From this day on we will strive to get our required amount of increase in sales or as much as our very best efforts plus more efforts will get for us.

——— is in on the big effort for the next three months.

The number 62% on a large card will be posted conspicuously all over the store to remind us all of our pledge to Our Organization and help us make good.

We wish to say you may count this store in to do its share from now on.

We expect to present and adopt plans to put us Over the top.

Wish to say we are at present going after everything in sight for a bigger and better month for September and expect to keep up and increase if possible the same spirit for the balance of the year.

You can rest assured that ——— store force will never stop a minute until they have at least tried their best to do their share towards the Fifty Million mark.

Wish to say we assure you of our hearty co-operation.

Cartoon by R. J. Haldsten
I want to say to you that Co. —— of the first division of the J. C. Penney Company regiment, is well organized and in the front line trenches, with plenty of ammunition and equipment, awaiting orders to go over the top, and when the smoke blows away on the first of January, you will find our flag in the front ranks.

We boys in —— have started for the $50,000,000 record some few days ago and each and every member of our sales force know about it and all are right upon their toes trying for it and there isn’t any doubt in our minds but what we will get it.

Our share in the Fifty Million Goal will be as large as we can make it and if it seems but a drop in the bucket, yet you can believe us that the effort behind the result will be just as conscientiously carried out as any Big Splash in the Phil that the largest J. C. Penney Company store may make.

We have but these things in mind: to make the best and largest impression in this community; to spread the J. C. Penney Company propaganda ‘til who tied the Pup; to positively sell all the merchandise we can sell.

Glad to say No. —— is with you, whole soul, mind and body and the entire force has read your letter and said “Tell Dr. Short we are with him, and you can depend on us for our share.”

You have the 100 new stores down for $6,000,000 for the last four months of the year. That just figures out $63,000 for each new store. Will just say you can depend on us for $125,000 of that portion, so we will do our share and help several of the others out.

We have some good months to go against but we have the merchandise and we have the people coming and everyone is well imbued with the J. C. Penney spirit which never says “I can’t.”

Your letter was read and discussed and met with general approval by each person. All have pledged their heartiest support and co-operation that in the end the —— store may fulfill its responsibility, in getting its share of the coveted Fifty Million.

—— is back of the Fifty Million Dollar Goal with both feet and can be counted on to do her part. We have hit a slump this month, batting only about 150, due to the warm weather, which we should have had in July. But we will be there all ready for the sodas or Green Rivers, when Mr. J. C. Penney buys the drinks at the convention.

Here we go for $50,000,000 and nothing can stop us.

So here is with you all our hearts, hands and selling powers. Signed by all members of the store force.

We will make an increase here of $80,000 this year which will help some towards the coveted goal.

We pledge you our best efforts to reach the Goal for 1920.

We want you to know that the force are willing to co-operate and do our very best to make our percentage of gain for the Fifty Million business this year.

Upon receipt of bulletin No. 1649, we put our aim higher and are determined to make the 62% gain here.

It is our intention to respond to the call, and you can rely upon our share of the increase.

The outlook for —— doing its bit is very bright.

Our reply is we are all going to do our very best to reach the goal.

We will not stop at getting our portion. Our best efforts will go into making —— produce to the utmost.

We are going after our share of the $50,000,000.

Count on store No. —— doing all we can to reach the goal.

SALES REPORT

The Accounting Department reports the sales for September, 1919 . . $2,932,995.98
It reports sales for September, 1920 . . . . . . . . . . . . $4,671,928.38
which shows a gain of 55%.

San Bernardino, Calif . . . . . . 110%
Downey, Utah . . . . . . . . . . . . 86 1/4%
Owosso, Michigan . . . . . . 85%
Raton, New Mexico . . . . . 85%

An Appreciation

MR E. A. WHARTON was first employed at Montrose, Colorado, as extra help in April, 1914, when Mr. V. L. Hom was manager. He was employed as a regular on September 1st, 1917. On August 29th, 1920, Mr. Wharton reached the 66th milestone.

I once heard someone say: What are you doing with so old a man in the store? Here is the answer: on Saturday, August 28th, Mr. Wharton sold $367.00 worth of merchandise, waiting on 90 different customers. Did any young man beat that, that day. On Saturday, September 4th, Mr. Wharton sold $417.00 worth of merchandise, waiting on 75 customers. In October 1919, Mr. Wharton sold $4,100.00 worth and says he will sell $5,000.00 worth this year in October.

Mr. Wharton knew of course, when he was employed that at his age he had nothing to look forward to but a salary. But there is not a man in the Organization who is more interested, more loyal and more zealous for the success of the Company. He says his only regret is that he is n’t a youngster man.

But the remarkable thing is, that despite his 66 years, Mr. Wharton is still a young man in feeling, and has more “pop” than many young men half his age. After the store had closed on the Saturday of his largest day’s sales, he danced the buck and wing all over the back end of the room. He said he could have sold goods ‘til midnight.

Strange to say, the work in the store does not tire him because as he says: I love it. He is a natural born salesman. Has a pleasing way with customers and numbers friends by the score throughout the Valley. They all call him Dad.

Mr. Wharton said to me: I’ve got to sell the goods. The J. C. Penney Company doesn’t pay me for my good looks. I know that selling the goods is all that keeps me up and I am going to sell the goods. Besides this he does his share of the stock work and does it well. We do n’t burden him with much of the marking and tedious work, because he sells goods so well we want him to sell goods.

Montrose, Colo.
S. R. AXE
The foregoing reports are very fine and the entire chain of stores is to be congratulated, and I do congratulate them, each one and all most heartily, but it will be very readily seen that we are 4% behind in the required gain to reach that $50,000,000 mark.

Boys, and girls, too, for that matter, I want you all to try your hardest to reach that $50,000,000,000 point.

I shall love you all if you don't reach it, but I shall love you, I believe more, if you do reach this much to be coveted goal.

I never failed in my life to raise the amount of money necessary for the church enterprise where I was Pastor, and I do not feel that it is hardly possible to fail now in pushing this programme to reach $50,000,000, because I have so many more loyal and enthusiastic supporters now, than in any church I ever served.

Therefore, I am believing that we shall succeed and that the books, when they are closed on the 31st Day of December, will register the victory for the J. C. Penney Company, the like of which it has not heretofore dreamed.

Good luck to you.

Ever yours,

Francis Burgette Short

Note—Only those stores showing 85% or more are accorded a place on the Honor Roll of our Company.

SALT LAKE CITY, UTAH

THE Dynamo Contacts Clubs have resumed meetings. The first meeting was held at the Salt Lake City Store, September 9th. Programme of the meeting follows:

Mr. Hess, Bountiful—Chairman.

Mr. Plume, Murray—Why the study of human nature is essential to good salesmanship.

Mr. Bozarth, Murray—Origin and development of Cotton fabrics.

Mr. Barbee, Bountiful—Why the J. C. Penney Company Stores are different.

Debate, Mr. Done, Salt Lake, Negative.

Mr. Benson, Midvale, Affirmative. Subject—It is more profitable to rush a sale than to take more time and avoid possible mistakes.

New committee chosen for next meeting to be held on the second Thursday in October.

G. E. Schwan, Sec'y

REXBURG, IDAHO

THE Nonpareil Club of the J. C. Penney Company store force has been holding its regular meetings the first Monday of every month for the past five months, Mr. Pederson acting as President and Mrs. J. D. Delano as Secretary.

We feel that direct results of these meetings are being seen in the salesmanship and general atmosphere of our store.

Our last meeting was held Monday, September 13th, the principal topic of the evening being Service. All members present gave their interpretation of the word Service. Mr. Pederson summed it up thus: Service means honesty, loyalty, love and kindness, to yourself, the customer and the Company.

At all of our meetings we have found actual demonstrations in the various departments to be of great value.

Debating contests on disputed subjects have also been used with great success.

OUR MOTTO: Oh, everything's been going well since all have joined the Nonpareil.

MRS. J. D. DELANO, Sec'y

HOOD RIVER, OREGON

THE members of the Hood River store met September 14th, for the purpose of effecting a permanent organization, and to take up the discussion of the subject of the evening: Service.

Mr. Bennett was elected chairman, and Miss Stevens, secretary. The name of the Club will be announced later.

Mr. Bennett explained the purpose of the organization, outlining the many benefits that will result if we take up our problems together in these meetings.

Mr. Bennett, Mr. Robinson, and Mr. Wright made talks on the subject for the evening, pointing out the many ways in which we may render better service to our customers and to our Organization. Open discussion followed.

Our subject for the next meeting will be: Suggestion in salesmanship.

MISS STEVENS, Sec'y

AMARILLO, TEXAS

THE employees of Amarillo Link met Tuesday night in a very enthusiastic meeting.

Pep, Ginger and Co operation were the keynote from the tap of the gong and every minute was spent to the mutual enjoyment and individual benefit to everyone present.

Mrs. Kent read an interesting article on Co-operation from the Old Reliable Dynamo that always hits the nail on the head (and often some of the employees of Link No. 244).

Mr. Smith's article, How to Sell Shoes, was interesting and proved that he knows how to handle shoes and shoe customers.

The Secretary talked on Personality and the personal touch with each customer, explaining how easily a purchaser can be lost to the store when waited upon in a disinterested, half-hearted manner; how by our being positive, courteous, enthusiastic and attentive during the process of every sale, the customer will eventually become a regular J. C. Penney Company booster.

Mrs. Broad had prepared and read a most excellent article on Alterations—and
As an employee of the J. C. Penney Company what are your ideas of loyalty to the firm that employs you?

Much interest was shown in discussing these questions, each one answering the list of questions. Then a general discussion followed. The truth that there is something in a name was brought out very forcibly and it applied to the J. C. Penney Company label itself which stands for integrity, honesty, and satisfaction to the buyer. Each one expressed his ideas of loyalty to the firm in a very pleasing manner. This concluded our regular program. Mr. Gloyd then took charge and gave us a short talk regarding some special work to be taken up and also concerning a new organization which we felt was needed on account of having our new members with us. A committee was appointed consisting of Mr. Gloyd and Mr. Hughes to draw up a set of by-laws. Election of officers was next in order and the following were elected:

President: Mr. Gloyd
Vice-President: Mr. Hughes
Treasurer: Mrs. Beddow
Secretary: Miss Humphrey

With this our business was concluded for the evening.

PEARL HUMPHREY, Sec'y

[The six questions referred to above will appear in another issue of The Dynamo —Editor.]

lights and lifts
from the J.C. Penney Company firesides

MRS. Newcomer:—Have this comfy chair, Bee, and let me have your wraps. It is early, so I know you are going to spend the evening with me.

Mrs. Booster:—Very well, I may. I think we shall both enjoy an evening together and an exchange of ideas. Did you by any chance notice that little sentence in Mr. Penney's article in the October Dynamo, where he says: They were not willing to pay the price that industry demands for success.

Mrs. Newcomer:—Indeed, I did. He was speaking of men, I believe.

Mrs. Booster:—Yes, he was speaking of men, but why not apply it to women, to us if you please, who are the wives of the men of the J. C. Penney Company. I dare say that every woman in our Organization wants her husband to succeed, but the question is: Are we all willing to pay the price of our husbands' success?

Mrs. Newcomer:—I believe that most of us are, and in my opinion, the man whose wife is not willing to pay the price, has little chance of success.

Mrs. Booster:—You are right. A wife's influence and help weigh heavily in the scale of success. Yes, many of us are willing to pay the price, but you are asked: Just what is the price of my husband's success? The price may be different in each individual case and what that price is each wise-hearted wife must decide for herself. It may mean giving up a comfortable home or old time friends; your time; your talents; some pleasures or conveniences, living somewhere not entirely your choice, doing the hard instead of the easy things, being patient when hubby is tired and cross and your own heart clear down in your toes and everything seemingly going criss-cross, or cheering husband up sometime when he thinks the battle is almost lost when in very truth, if he only knew, it is almost won. Oh, yes! Paying the price may mean a multitude of things. There are just as many kinds of prices as there are kinds of people.

Mrs. Newcomer:—And then, too, Bee, you know sometimes we question why we should do the hard instead of the easy things. I know I have myself, but don't anymore. Experience has taught me that it is the hard long flights that develop the wings on which we soar to real success. Why, Bee! If we didn't do the hard things voluntarily at times when perhaps hard things were not actually required, we would not be able to do the hard things easily when hard things are required.

Mrs. Booster:—What a little philosopher you are growing to be. It is very plain to me that if all of our Mrs. Newcomers could see as clearly as yourself there would be no Mr. Newcomers feeling the need of the kind of wife who is willing to pay the price. There is my October number of the 'Good-Housekeeping' magazine. I want you to keep it and read the article in it about Penney's Plan. It is written by Mr. Roy Dickinson and is along precisely the same lines of which we have just been speaking. I wish all of our Mrs. Newcomers might read it.
DEAR Boys—Following Mr. Sam’s letter of October 8th and after working on the market for the last month trying to get the right line on our purchases for Spring, we are submitting the following article written by Eli Strouse, President of the National Association of Clothiers, which, in our opinion, comes the closest to the true situation of today more than anything else that we have been able to find.

MR. STROUSE’S ARTICLE

New York, October 4.—An official statement on clothing conditions by Eli Strouse, President, National Association of Clothiers, representing the manufacturers of men’s ready-to-wear clothing.

The public is now buying clothing at prices far lower than the cost of manufacturing it warrants. The present fall goods were made during the past six months when materials and labor were higher than ever. But in order to help bring down high prices levels more quickly most clothiers are foregoing profits and selling clothes at prices which would not really be justified until next Spring. They feel that national conditions demand that buying be kept going and labor be kept employed. The public is getting real bargains now.

Stagnation of business at this time would be disastrous to labor as well as to merchants and manufacturers. The industry is helping all it can to pass through the present very trying period.

The cost of producing clothing depends on the cost of materials, accessories and labor. During the war the price of wool went up from three to four times the pre-war levels, and trimmings and accessory materials went up still higher. Spool silk rose 300 per cent, silk sleeve lining, 400 per cent and canvas nearly 600 per cent.

Labor’s wage is now three times as high as it was before the war. From May, 1918, to January, 1920, alone, the U. S. Government Department of Labor Statistics official figures show the clothing workers received a far greater increase than those in any other basic industry.

All manufacturing costs were therefore at their peak when we were making clothes for this Fall. Retailers ordered conservatively and production was made only to orders. The result was that one-third less clothing was manufactured for this Fall than for last. The manufacturers and retailers marked their goods very closely as a contribution to the cause of lower prices. Fall clothes are all in the stores of the retailers and on dependable goods the prices are stabilized. But there are also on the market some low grade and not the most desirable goods which must naturally be sold at reductions.

There is no doubt that the turning point of high clothing prices has been reached. But the costs which enter into clothing prices are responding very slowly to this tendency. The woolen mills have announced a cut of 20 to 25 per cent for Spring goods—a cut from the peak prices of this Fall, not from those of last Spring. As compared with last Spring, next Spring’s cloth prices are only 5 to 15 per cent less. But the cost of cloth is only one element in the cost of producing clothes so that a reduction in retail prices could not amount to 25 per cent based on the lower price of cloth alone.

As for labor, lower wages are not in sight—nor until living costs go down very materially. But the public should remember that wage levels certainly cannot go back to the 1914 level, nor will there ever be a return to the old horrible “sweatshop system.” In those days the public was profiteering at the expense of labor. The public does not want a return to the sweatshop. But the people must realize that fact when they come into the stores to buy clothes. We hope, with the cooperation of labor, to increase its efficiency. We are doing our utmost to decrease waste and raise production in the factories and to lower production costs in this way.

The best posted observers agree that no violent slump in prices will be permanent. Reductions, they say, will be very gradual. Present price levels were built up during a period of six years and they cannot be broken down over night. Manufacturers and retailers will take losses but pre-war price levels are far away, if they ever return.

If the public desires to have steadily decreasing prices it must accept each new price level as it comes. Buying hesitation slows up production and even stops it. This results in a shortage of goods and higher prices. In the clothing industry goods are manufactured during the six months before they get to the consumer. They must be ordered months ahead. If buying is normal we can plan production most efficiently and produce at the lowest cost—which benefits the consumer. The industry has already suffered from price uncertainty and many thousands of clothing workers are out of employment and factories have reduced operations. This tends to force prices up and the longer it continues the harder it will be to bring them down.

Mr. Strouse makes some splendid suggestions and if adopted by you and your salespeople and passed on to your customers, will, in our opinion, bring wonderful results.

First—Your customers are not going to see the great reductions in prices of clothing for Spring that your local newspapers have led them to believe.

Second—The holding off of your customers to buy will only tend to lessen production and keep the prices up. It is true that there is a quantity of cheap woolens on the market that go to make up boys’ clothing, but this merchandise hasn’t a sale at any price for men’s wear, for the demand of today seems to be for worsted or both finished and unfinished and the better grades of cashmeres. We know that your stocks from this department are practically complete, but we feel that this isn’t detrimental at this season, for the months of October and November are the

Mr. Harry W. Glass was first employed by the J. C. Penney Company on August 1, 1920. He resigned November 1, 1913, at McGill, Nevada and was reinstated March 1, 1916, at Kemmer, Wyo. On March 1, 1917, he was transferred to Salina, Kansas and assumed the management of a new store, No. 279, at Emporia, Kansas, on June 1, 1920. Mr. Glass states the Emporia store started out well. He is determined to make Emporia show its quota in reaching the Fifty Million Dollar Goal.

November, 1920
big clothing months with the small margin of profit that you mark your merchandise and the price that your clothing is purchased compared with what your competitor’s have to pay, you should be able to meet the situation that has been created in your community through newspaper propaganda and turn over your stocks without sustaining a loss. Boys, we know that this is true; but we also know that this result cannot be accomplished without your active co-operation, and if you really want the $50,000,000 this year your clothing stocks must come in for a big part of your sales.

E. R. HAWKE

STYLE INFORMATION FROM THE LADIES READY TO WEAR DEPARTMENT

IN the past seasons, almost without an exception, there have been radical changes in styles of ladies’ ready to wear at the height of the season, but this season the changes have not been so marked. However, there have been some changes, and we will endeavor to give an idea as to what they are.

COATS

The prevailing style of ladies’ cloth coats today is the loose back and the wrap idea. Where there is trimming used, it is either silk embroidery or fur. Fur is being used for the collars and cuffs, and, in some instances, pockets are also made of fur. A great many coats are being made with self collars in the large cape collar effect. The soft materials, such as Bolivias, Chamoisytne and Veldyne are the principal cloths used, as they drape so much better than velours and cloths of that nature.

The plush coats are very popular, and the variation in the qualities is quite marked. The popular priced garments are made of a good quality of plush. Plushes that resemble Hudson Seal, are being shown. It makes a very beautiful garment and is used extensively for the better trade. These come in self trimmed and fur trimmed. The short garments, 34” to 36” long, being the most popular.

SOUTHS

The suits now most wanted throughout the country are the ripple models—a great many times referred to as the chicken model—which are usually trimmed with either silk stitching, silk embroidery or fur. There also is a demand for the strictly tailored garments for the more conservative woman.

As to the cloths: Tricotine is the leading cloth, and 75 per cent of the garments sold are in navy. Where colors are wanted, such as brown and rookie, velour is used quite extensively.

The suit skirts are about the same width as were shown early in the season, but the length is a little longer; however, there is no radical change.

DRESSES

The principal demand for dresses is in wool material—navy tricotine predominating. Wool velour dresses have become quite popular recently, and the principal colors shown in these are brown and rookie.

Silk dresses are made in quite a variety of styles, varying from the conservative long line models to the extreme styles. The materials mostly used are satins and georgettes with bead trimmings which is the most popular. However, there are a great many shown with silk embroidery trimming. The popular colors are navy, brown and black.

I would also mention at this time that the indications are that the bead trimming on all dresses will be the most popular for the coming Spring Season. Some foreign lines have been shown with elaborate bead trimming. These will be reproduced in this country for the coming season.

SKIRTS

There has been very little change in the style of skirts for the fall; the pleated models continuing to be the most popular. The demand being for side pleating, knife pleating and box pleating. The demand for plaids and plain colors is about equal. The skirts sold in plain colors are mostly navy; while the plaids come in beautiful combinations of brown, tan, green, plum, and terra cotta.

WAISTS

The materials used for the Fall Season are quite pretty and varied, consisting of georgettes, crepe de chine, mignonette, satin and wool jersey, and each one is quite popular.

The styles in georgette with Venetian lace which have been produced recently are very attractive. The trimmings that are used, other than lace, are silk embroidery and beads. On the wool jersey blouses chenile and wool yarn trimmings in contrasting colors are used quite extensively. They come in brown, rookie and navy, and make an attractive garment.

R. A. PILCHER

BIRTHS

A BOUNCING baby boy stopped the other afternoon at the home of Mr. and Mrs. J. C. Penney, near White Plains, and decided to make their home his permanent abode.

Both Mr. and Mrs. Penney readily consented.

The mother is doing splendidly with her new charge and Dad is stepping a bit higher than usual.

All readers of THE DYNAMO extend their congratulations to the father and mother of the boy whose name is to be withheld until after the election.

THE Stork Department of the J. C. Penney Company received an announcement through the mails of an arrival of a seven-pound baby girl on September 25th, to Mr. and Mrs. B. E. Willis, of Galesburg, Ill. The baby’s name is Edna Jean.

ON August 27th a daughter was born to Mr. and Mrs. Harold E. Risley of Pullman, Wash. She weighed ten pounds and is truly a bouncing baby. Her name is Doris Ethel.

Doris’s father has charge of the Clothing and Furnishing Department at the Pullman store.

CHIPPEWA FALLS, WIS., must be a busy place, when it is considered, two birth announcements coming from that direction.

There was born to Mr. and Mrs. C. W. Wilcox a ten and one half-pound boy, who answers to the name of Robert Warren, and from the last report, mother and son were doing very nicely.

MR. AND MRS. O. F. TRUEBLOOD are the proud parents of a ten and one half-pound baby boy whose name is William Oliver. Mrs. Trueblood and William are doing splendidly.

Mr. Trueblood feels that with a pair of young boosters such as these, Chippewa should move up the list in sales.

The Editor feels that if Chippewa can greatly increase the birth list, it should be able to do a big bit toward to $50,000,000 Sales.

THE DYNAMO joins in extending hearty congratulations and best wishes.

NOVEMBER, 1920
MR. AND MRS. JAY B. MEREDITH, of the St. Anthony, Idaho, store, are mighty proud of their new boarder, John Winfield, who has come to stay and grow up to be manager, some day, of one of our stores.

* * * *

ON September 6th, Shirley arrived to entertain Mr. and Mrs. A. C. Schaaf. Mr. Schaaf is in the Sterling store and until that date went around show cases and counters; now he goes over them.

* * * *

THE stork recently visited the home of Mr. and Mrs. Henry E. Nelson, of Grand Forks, N. D., and left an eight and one half-pound baby boy in their charge.

This happened very quietly while Mr. Nelson made a trip to St. Paul to buy shoes for the Spring.

MARRIAGES

MISS Rachel Webber and Mr. George Stearns, both of the Great Falls, Mont., store, were married on August 15th.

Mrs. Stearns has been cashier for our Great Falls store for a number of years. After a short wedding trip, the happy couple returned to the store and took up their jobs again with more interest in life and in their business.

* * * *

MISS Harriet Elizabeth Van Tassel was recently married to Mr. Walter N. Arbuthnot, at Eugene, Oregon.

Mr. Arbuthnot is in charge of the shoe department of the Eugene store.

Mrs. Arbuthnot is the daughter of a prominent Albany, Ore., attorney.

IN MEMORIAM

IT is with deep regret that we make the announcement of the death of a friend and co-worker, Mr. D. A. Glenn, of Rapid City, S. D., on September 19th, after an operation for appendicitis.

Mr. Glenn, who was twenty-five years of age, started with the Company on March 1, 1930, at Rapid City and very quickly grasped the ideas and principles of the Organization becoming a very hard and enthusiastic worker.

Manager J. C. Beatley speaks highly of Mr. Glenn's character. He describes him as being one of the finest young Christian men he ever met; a willing and hard worker, loyal and true, and ever seeking to be of help to others.

THE POWER OF SUGGESTION

I WONDER if we realize the power of suggestion? It is one of the most valuable assets in the making of sales. If we understood this fact we should doubtlessly profit a great deal more by it. There are several ways in which this power may be exercised, first upon your fellow clerks, second upon your customer and last but not least upon yourself.

Do you ever go to your associates and give them the ideas which you have found successful and which will help them a great deal? For instance; your associate has a customer who is rather hard to please. She calls for an article not in stock. You have previously had a customer for the same article and found a satisfactory substitute for it. Isn't it much better to tell your associate this quietly than to have the customer walk out without buying and dissatisfied with the store in general?

Suggestions to customers may be given in many different ways. Your suggestion usually makes or breaks the sale. Saying the right thing at the right moment, is an art worth practising. Sometimes your customer is at the point of deciding when you suggest some feature of an article which has not before been noticed. Of course after you mention it the point stands out and the sale is absolutely spoiled for as I suppose you have already noticed one bad point swallows up all the good ones. But on the other hand, take for instance the Ladies' Ready to Wear Department; if a dress or other garment is not satisfactory, a suggestion may make the sale. Some little alteration entirely changes the appearance and will be just what the purchaser wants.

And now for the greatest power of all; suggesting articles for purchase. Shoes naturally suggest hose, a dress suggests new underwear and so on, in fact, many purchases are made by the quick wit of the clerk suggesting seasonable articles to their customers.

There is another good factor which should not go unnoticed and that is suggesting a substitute. Many articles are called for, impossible for us to carry in stock, so the practice of suggesting other articles is often necessary. But some reject this and of course the best thing to do is to let them go at once, especially if you see that they are set on the one thing they ask for. In most cases however, customers will accept the suggestion and examine a substitute instead.

And last as to suggestions for yourself, I think I have found one which may be used very profitably by all of us.

When the whole blamed world Seems gone to pot, And business on the bum A two-cent grin and a lifted chin Helps some, dear friends, helps some.

Hazel Ray

HABITS

IT HAS been said that we have only to perform an act three times for it to become a habit. Just think of it! Only three times! Then we ought to be very careful what acts we do perform three times. Three smokes to become a slave to tobacco! Three profane words to become tainted with profanity! Three careless acts in doing our work to become habitually careless! Three dishonest acts and dishonesty is imprinted on our character! We could enumerate indefinitely. Isn't it a tremendous thought? And we each one know how much harder it is to break bad habits than it is to form good ones.

Then there is the other side, the bright side; kind acts, courteous acts, refined manners, work well and carefully done. All these may become habitual in the same way as do the undesirable things. You may have to make yourself think to do them at first, but soon they become habit—a part of your character.

There is a right way and wrong way to do everything. Let's find the right way every time and do it that way three times. Don't ever allow yourself to think that any way but the right will do no matter how much of a hurry you may be in. The right way is not only the best, but the quickest in the end.

Remember we are forming habits every day of our lives. Crowd out the bad habits. Be so busy forming good ones there won't be room for the bad habits to creep in.
Then there are habits, seemingly trivial in themselves, but which are very annoying and distracting to those around us. For instance, the habit of whistling, singing, humming, or snapping the fingers, cracking the knuckles, sucking air between the teeth, hissing to attract attention, instead of speaking the person’s name, speaking in a loud voice, giggling under the breath, etc. All of these are very annoying to anyone who wishes to concentrate on his work. I have seen customers so distracted by some of these habits as to forget what they came for, or they were unable to decide if they wanted the article or not or whether it would suit their purpose. It prevented concentration and lost the sale.

Let us watch carefully that we form only habits such as will be beneficial to ourselves and pleasing to our associates.

_Ardmore, Okla._

MRS. R. B. GILBERT

**LONESOMENESS**

The word lonesome is often used by the wives of the J. C. Penney Company employees. There should be no such word in our daily speech. I cannot imagine any condition in the universe in which a person can say: I am lonesome.

Why not begin to think a little more correctly about this subject. Lonesomeness is a wrong condition of mind and invites self-pity. Is this not true? There are many ways of becoming subject to this form of wrong thinking. One may simply pity oneself and look like a martyr and thus attract attention which again reverts to oneself as self-pity. There may be times when one is becoming adjusted to a new environment in which it seems a little hard to be happy, but these times should not last long. Shut the door on self-pity and find something else to think about.

One has always the Public Library. They are so full of studies, pleasures and friends that one should get into the habit of going there at least once a week if not oftener. Get this habit with a purpose. If necessary force yourself at first to go. Search the shelves until you find something interesting. If you cannot see anything that appeals to you select something at random.

The Library has all of the monthly magazines, many of which contain many household helps and recipes if one cares to read them.

If you have small children or babies, make them your study. On a train once I learned a lesson in contentment watching a woman with a baby. She either liked her job or made herself think she liked it. The moment she entered the train she put on a large white apron which covered her clothes. She then took the baby to the dressing room, cleaned him, put him on a pillow on the seat, gave him his bottle and then in every possible way saw to it that he was comfortable. I have never seen more sensible care. She had no time to complain nor visit. She had a work to do and she did it, to the admiration of all those who looked on.

If you have children in school make their interests yours.

Women’s clubs and church work can be followed if one has no children. Willingness and friendliness will help one to be welcomed into these activities.

These are only a few suggestions to help us to get rid of that word Lonesome.

We are in this world for a great many wonderful reasons. Staying lonesome won’t help us to learn of these reasons so let us try to find another way. Let us at present put in the place of Lonesome one of two words; Busy or Interested.

_S. Paul, Minn._

MRS. GLENN MYERS

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**In Memoriam**

THE New York Office especially and the entire Company in general, deeply regrets the death of Frederick James Bolger, Advertising Director for our Company.

Mr. Bolger was born in Canada and from his parents inherited the qualities of determination and geniality that very largely accounted for the success that attended his efforts during the entirely too few years of his life.

Early in his life he moved, along with his parents, to Minnesota, where as an industrious boy he successfully handled a newspaper route and attended the public schools to which he was indebted for most of his education, aside from that which he secured by personal effort outside of school hours.

The business career of Mr. Bolger was begun with the Marshall Wells Hardware Company of Duluth, Minn., in which he rose from store employee to a traveling salesman. During this employment he studied advertising and so used his keen perception about merchandise that he attracted the attention of the Meier and Frank Company, Portland, Oregon, which secured his services as advertising manager for two years.

In 1915, Mr. Bolger joined the J. C. Penney Company at Provo, Utah, and later became manager of that store, and so successfully did he handle the business that in 1916 he became interested financially in his first store at Ottumwa, Iowa.

The New York Office, finding it necessary to have an especially fitted man to handle its Department of Employment and Advertising, brought Mr. Bolger to its central office in 1917, and in the same successful manner as had attended his efforts previously, he managed his assignment in connection with the Company’s general affairs until illness compelled him to cease his labors.

During the Convention of this year, in Salt Lake City, Mr. Bolger contracted a severe cold which seriously affected his head and ears, and resulting therefrom mastoiditis made it necessary for him to undergo an operation in the early spring. For a time, recovery seemed possible but in spite of a prolonged rest in Portland, Oregon, a relapse occurred, and in the Presbyterian Hospital, Chicago, on September 22, the end came. His body was interred at Beloit, Kansas, and the earthly career of a man dominated by a keen sense of discernment and high ideals was ended. A devoted wife, little daughter and a large circle of friends deeply mourn his loss.

The place made vacant by the death of Frederick James Bolger in our Company will not be easily filled. The industry, the discernment, the high sense of moral quality actuating his efforts, the ever genial and co-operative spirit that pervaded his relations and activities at all times, the saneness of his judgment in business transactions—all these, expressed in his life, gave him a large place in the Company’s activities, and his going away causes us to realize as never before the bigness of his life and the beauty of his spirit.
ALPACA

DOWN in that vast country of South America, from the Equator to Terra del Fuego, but principally on the high mountains of Peru and Chili, is found an animal of the camel type known as alpaca. These animals gather in flocks of from one to two hundred and once a year the Indians drive them to stone enclosures or huts where the wool is sheared.

Alpaca wool is remarkable for its length and fineness. The wool, if regularly shorn, generally grows from six to eight inches in a year but if allowed to remain upon the animal for several years, it attains a much greater length, sometimes twenty inches, and not infrequently thirty.

The fibre is small but strong, elastic, very lustrous and silky. It is highly valued for weaving fine cloth for warmth. In the processes of combing, spinning, weaving and finishing alpaca is treated just as wool is. The physical structure of alpaca is somewhat like hair, being very glossy, but its softness and fineness enable the spinners to produce satisfactory yarns with comparative ease.

Alpaca comes in various natural colors; yellowish brown, gray (approaching to white) and sometimes almost black. It is very much like mohair; this likeness is distinguishable to the trade; but to the general purchaser little or no distinction is made. It is noted for its dust-defying quality.

The natives employ it in making their ponchos or blankets. Commercially it is used in the manufacture of shawls, coat linings, men's office coats and summer suits, cloth for warm climates and umbrellas. More than two million pounds are now exported annually from South America.

SHOW CARDS AND THEIR MAKING

BY this time everyone interested in show cards and better cards has his materials at hand and ready to begin.

First of all we must have a place to work. If you can find a corner somewhere in the store where tools and materials pertaining to your work may be kept without interference or loss it will save time getting started when you are called upon to turn out a card.

Some kind of desk is advisable. If you can't have a regular desk with drawers for materials, you can improvise one by putting a sloping top on a table or use a box of the proper height. A top about 30 x 36 inches is large enough; it should be provided with a back about five or six inches higher than the front.

Most authorities on Card Writing claim that best results in pen lettering may be had while sitting at the desk. But for brush work they say we can do better at a desk high enough for one to work in a standing position.

These proper working positions may be secured if we have our desk high enough to work standing at brush work, and a high stool puts us in an easy position for pen lettering.

The panel side of a veneer packing case makes a good top without joints or cracks—a couple of slats nailed to the reverse side gives rigidity. A piece of linoleum makes a fine covering for our desk or one may use wall board, giving it a couple of coats of paint or varnish that it may be wiped off and kept clean. And right here let us emphasize the importance of cleanliness in connection with every detail of card work—nothing detracts from a card as much as thumb prints or dirt of any kind.

Our first consideration now is card board. If you have been cutting card board by hand or are planning to do so—don't. It's a useless waste of time, and a habit that is responsible for an assortment of cards about a store that usually have no symmetry of size whatever. Standardize your card sizes for the sake of appearance, economy, and speed. Take your card board to a newspaper in which you advertise and if you can't run a cutter yourself one of the printers will accommodate you.

Have your card board all cut to standard sizes that makes no waste—half sheets 14 x 22 inches—quarter sheets 11 x 14—eights 7 x 11—sixteenths 5½ x 7—thirty seconds 3½ x 5½. The last size is the largest size we would consider for price tickets, and here in Pendleton where we have a new arcade front we like them considerably smaller. Too large a price card in our estimation does not make an impression of low price upon the customer but cheapens the merchandise more than enough to offset the supposed advantage of the larger card.

When one feels the need of cards of the larger size I believe a card of different shape than the regular half sheet is more pleasing to the eye. This is a panel card that cuts without waste 11 x 21 inches by taking a cut 7 x 22 off the short way of your card and making two eight's of it leaves a sheet 21 x 22—this cut in two gives you two panel cards 11 x 21.

An added attraction for cards of this size may be found in having frames made of old gold moulding or other subdued tones to harmonize.

If you use the double coated seconds already mentioned you'll find cards with one side defective occasionally. After using the good side for a show card the other may be utilized by cutting into price tickets and the loss of this ticket or two will dispose of the blemish.

In starting practice work you may feel the need of a little guidance in spacing letters. A few light pencil marks giving the approximate size of your letters will help. But don't draw out each letter. It takes too much time.

In making guide lines to govern the height of your letters you can save yourself the trouble of erasing by using a 9-H pencil sharpened to a good point—this will make a line easy enough for you to see while working on the card but which is not discernable a few feet away.

If you chance to misjudge your lay-out and haven't room enough you'll find that you can condense the regular style of the n, m, n, r, u, v, and y without detracting from your work. In fact when not carried to an extreme that makes freakish or illegible cards it is this characteristic or individuality that makes hand lettering artistic and attractive—different, if you please—from the mechanical work of the print shop. For the benefit of those who may not have found time to write for card board, prices we quote the following on Reliable Seconds, by Douglas Wray Paper Company, Printers Building, Chicago:

<table>
<thead>
<tr>
<th>Size</th>
<th>Price per 100</th>
<th>Price per 100</th>
<th>No. Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Ply</td>
<td>$7.50</td>
<td>$8.00</td>
<td>1,100</td>
</tr>
<tr>
<td>6 Ply</td>
<td>8.00</td>
<td>8.50</td>
<td>1,000</td>
</tr>
<tr>
<td>8 Ply</td>
<td>9.50</td>
<td>10.00</td>
<td>900</td>
</tr>
<tr>
<td>10 Ply</td>
<td>11.00</td>
<td>11.50</td>
<td>600</td>
</tr>
</tbody>
</table>

The above board 22 x 28 will be cut in sizes 14 x 22—11 x 14—7 x 11 and 5½ x 7 at 25 cents per hundred sheets.

Where stores are situated so they can pool their orders the following discounts may be taken:

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>In lots of 300 sheets</td>
<td>5%</td>
</tr>
<tr>
<td>In lots of 500 sheets</td>
<td>10%</td>
</tr>
<tr>
<td>Case lots</td>
<td>20%</td>
</tr>
</tbody>
</table>

Pendleton, Ore.  
R. W. SPRAIGUE
Selling

SHOE TIPS

WE learn for a purpose, therefore we must learn and know a thing in order to sell it. I am in favor of inducing a man to buy a shoe that best suits his particular need. That is why various kinds of shoes are made. Without appearing inquisitive and by using a little judgment, a good salesman can get this information.

When showing a shoe, explain the tanning and tawing processes. Show him you know something about shoes, and you will gain his confidence. Don't commence pulling down shoes at random and say: There is a good shoe. He might ask why.

Selling to women is, of course, different. Style appeals strongly to them. In this department it is often necessary to employ a great deal of tact and knowledge of human nature. I believe, however, it is good policy to try to fit as nearly as possible.

A small showcase near this department tastefully dressed at all times, catches the eye. Also, remember that the windows are the eyes of your store.

In adjusting shoe claims, there are two kinds, just and unjust. In the first case where it can be readily determined adjust the complaint with an apology, explaining how and why such a thing may happen. In the second case, do not make a hasty decision. Even though you realize the shoe has been abused say nothing for a minute. Hold the customer in suspense. Do not give the impression that an abused shoe can be returned after a week or two of wear. If the shoe has been burned it will appear brittle and dry. Pick off a piece and demonstrate it. In the case of feet perspiration the shoe will show rot and will easily tear from the seams. Explain this, as it may never occur to the customer that perspiration rots leather. In case of doubt and when there is evidence of possible defects, it is a good plan to allow a small sum on another pair and send the defective pair to the manufacturer.

Miami, Arizona W. M. Eskridge

BETTER SERVICE IN THE SHOE DEPARTMENT

WE of the J. C. Penney Company have the privilege of serving people of many different ideas as to the fitting of shoes. We sometimes find those who believe that, if the shoe pinchers the second or third toe or the great toe, it is too narrow. It has been their policy in buying elsewhere to buy wider shoes to overcome this difficulty which has become more marked with the advent of the pointed shoe.

Every foot specialist and expert shoe fitter knows that seventy-five per cent of foot trouble comes from wearing shoes that are too short.

I have had the experience of serving a customer who had had his toe cut off to accommodate a short shoe. While that is not exactly the case it is the way he expressed it to me. In truth, wearing a short shoe caused the bone to become diseased so that it had to be amputated.

If knowledge is one of the essentials of salesmanship let us acquire the knowledge of proper shoe fitting so that we shall not make the mistakes of the inexperienced. And thus we may give the maximum of service in the shoe department.

In case of not having the right size it is better to lose the one sale than the possible loss of a permanent customer or to have to make an adjustment after the shoes have been worn. In buying pointed-toed shoes I believe that in most localities it is better to use E width instead of D as a maximum.

Let us buy our ladies' dress shoes in at least two widths, A and C or band D, according to local trade. The narrower widths should not be bought in smaller than 3½.

While there is a growing demand for small sizes, narrow width, they are too uncertain for the conservative buyer. Let us leave them to the exclusive dealer who has a profit when half the number is sold.

I think everyone should have the book entitled Shoe and Leather Lexicon, published by the Boot and Shoe Recorder, Boston, Mass., price fifty cents.

The size stick is essential not only to gain the customer's confidence but to enable the fitter to know exactly the right size. There is none better than the Ritz size stick, which gives standard custom size and width. The custom size is very accurate for the base B width, for narrower than that we have to allow over the measure and wider than C is under measure.

Roseburg, Oregon C. H. Schomaker

FIT CHILDREN PROPERLY

IN my opinion the time is here when merchandise will no longer sell itself. During the past two or three years it has been an easy matter to sell anything at any price.

It is my belief that the store that offers good merchandise at a popular price is the one that will do the great volume of business in the future. With the J. C. Penney Company buying power and its principles of doing business, I think we may look for a steady increase in our business.

In our shoe department the conservative styles are selling best. I have always been a strong believer in few styles and plenty of sizes.

It is always necessary, in selling shoes, to get the confidence of your customer. This is the greatest help in making a sale. When people have confidence in you, the majority will leave it to you to fit their feet.

I have always made it a rule to sell a person the shoe best shaped for the foot. But one can not always do this for a great many people want you to fit their head instead of their feet, and they are the people that always have complaints to make.

Shoes of correct shape that are properly fitted are always comfortable, retain their shape, and give satisfactory wear. Great care should be taken in fitting children's shoes as it is much easier to give a child a misfit than it is a grown person. One pair of ill fitting shoes on a child may ruin the feet for life. Look after the children and keep them coming and they will keep the parents coming.

I find it bad policy to quote prices when showing shoes. Explain all the good points about the shoe and wait for the person to ask the price. Then the shoe is on their mind instead of the price. This rule of course does not always hold good because sometimes when you are selling cheap shoes it is the price that makes the sale.

Always watch your stock and know what you have. You may have two styles that are very much the same and you may be able to sell your customer either, or you have two pairs of her size in one style and only one of the other. Sell the one that you have two of if you can and in this way keep your stock in better shape.

Foster Games

Sedalia, Missouri

MR. DWIGHT L. CONLEY was first employed by our company on September 15, 1916, at the Ottumwa, Iowa, store. He determined to stick to the job and he did it so thoroughly that he was later made Manager. He has been there ever since. Mr. Conley says: The Penney idea appealed to me at the start. It's my idea now.

NOVEMBER, 1920

27
A FEW points which I think are necessary in satisfying a patron of our shoe department, are: confidence in the salesman, the proper fitting of the shoe, quality of shoes sold for the number of dollars expended, and the service rendered the customers by the salesman.

The first move a salesman makes when serving a customer will indicate his efficiency and ability. After seating the customer, remove the shoe without asking the size and price. Immediately get your size stick. Measure the foot which gives the impression that you are going to fit properly. This will gain the customer's confidence. Observe the lines of her foot and the kind she has been wearing. Get an idea of how she intends using the shoe, whether for walking or dress. You would not think of showing a customer a fine glazed kid shoe for farm work.

If the customer has a long narrow foot show her a shoe with a long vamp, for she needs the length for comfort. A lady with a fat foot should not be fitted to a too narrow shoe, for her foot is soft and fleshy and can easily be squeezed into a shoe that is too narrow and it will feel good at first. Care should be taken that the shoe is not so long that the ball of the foot rests in the arch of the shoe. This would be as uncomfortable as a short shoe, and may cause broken arches. The good salesman takes great pride in fitting the customer who is hard to fit.

Efficiency is shown by the ease with which the salesman slips on the shoe, and the careful way in which he laces or buttons it. Make it look neat. Never lace a shoe too tight. Let the customer stand up so she can get an idea of how it feels on the foot and see how neat it looks in the mirror. Make the foot comfortable and with a little courtesy, you have won the customer's confidence and hence her business.

Emphasize the quality and good fitting characteristics of our shoes. Point out our policy of doing business; that we aim to satisfy every customer. Explain why we have the best shoe on the market for the price. Be enthusiastic about the shoes you are showing.

To render service the salesman should be able to answer questions intelligently. He should know about styles for the coming season, and something about shoe making. Know the stock thoroughly. Be able to suggest different ways of cleaning shoes. Answer all questions without hesitation.

Lorain, Ohio

G. A. BENIGAR

just between Managers

Mr. B. Ginner,
c-o J. C. Penney Company,

My Dear Bud:

I have just received a letter from Doctor Short briefly outlining the proposition which the Board of Directors is about to place before us in the nature of a course of instruction that will apply particularly to our own business. I haven't the least doubt, Bud, that there will be a lot of our associates, as well as ourselves, who will at once take advantage of this opportunity. On the other hand there may be a good many who will have some excuse to offer as to why it is impossible for them to get in on this phase of the game.

Ever step on a cat's tail, Bud? You know if it is a good live cat you will get an instant response. If the cat is a dead one you can walk all over him and not hear a single screech or protest.

It will be easy for the Educational Department to pick the live ones when this course comes out. Of course we know, Bud, that there are a lot of men in this Organization who have had a world of experience. They are graduates from the University of Hard Knocks. Some of them have also taken several post-graduate courses. All the same, Bud, they would more fittingly represent this big institution if they could spell better. Some of us can effectively talk United States as it is spoken, but when it comes to expressing ourselves on paper we are lost, and we cannot write a business letter without telling all our family and store troubles.

Those of us who have made any advancement at all have done so because we have overcome certain difficulties that were in our way. I have no doubt that those who aim to hold a high position with the J. C. Penney Company will easily overcome the seeming obstacles to the advantage to be gained in studying this course.

Knowledge is power, Bud, and the more we have the farther we can go and the bigger hills we can climb. Ever think how a wise man gains his reputation for wisdom? By study and observation and the careful distribution of that same wisdom. But he can't stop, Bud. Just the moment he ceases to acquire wisdom and knowledge, right at that minute he begins to be numbered among the "has-beens." Once in that class and he is sure on the road to obscurity.

I am positive, Bud, that after you have read the November DYNAMO you and your entire store force will be among the first to enroll for the J. C. Penney Company Man Building and Business Building Course.

With kindest regards, your friend,

O. TIMER

Mr. O. Timer,
c-o J. C. Penney Company,
Friend Old Timer:

Just got your letter and as usual you have prodded me in one or two unprotected places. I know you realize as much as anyone what an extra effort it means to take up a student's course when a fellow feels that every minute of his time is already being utilized.

But I never pick up the American Magazine and read a little about Edison or some other man who has made a name for himself but what I find that it was the extra effort that accomplished the big results. So my "that is in the ring". Old Timer, and the Educational Department can count on me to give this new departure the biggest boost I can. Fact is, I am eager now to get at it. What's more, Old Timer, I'll bet you a new hat I get a bigger percentage of my force in on this than you do of yours.

Yours very respectfully,

B. GINNER

MR. G. W. BRIGHT first entered the employ of the J. C. Penney Company at Bingham Canyon, Utah, January 17, 1917, and on April 12, 1917, he was transferred to Murray, Utah, where he assumed managerialship on April 15, 1920. The fact that Mr. Bright had his start in Bingham Canyon shows that he is determined to stick and make good.

NOVEMBER, 1920
PROPER VOLUBILITY IN A SALES PERSON

PRIMARILY it is probably safe to assume that, in most instances, a degree of volubility, or fluency in speech is necessary in making a sale. The degree will vary in accordance with the requirement in bringing your customer to the purchasing frame of mind. May I suggest, that for future benefit from the sale, the customer's frame of mind ought to be such that the purchase is satisfactory. Someone has very aptly put it in some such words as these: Salesmanship is selling an article that won't come back to a customer that will. The degree, or the amount of talk necessary to make a satisfactory sale, surely involves earnest endeavor on the part of the sales person to read the customer.

During the course of my remarks, take it for granted that supposition is this: You are dealing with a comparative stranger as a customer. If you have not previously served the customer, approach him or her, pleasantly, asking without undue haste, how you may serve, or if you can be of some assistance, avoiding the terse statements, Something for you? What is it?, etc. By avoiding undue haste, the customer will often state what is wanted and you need put no opening question.

Having learned the customer's wish, proceed quickly to show your goods. It is a mistake to start a bombardment of questions. For prompt service, a leading question may be necessary, as in the case of request for hose without saying whether for man, woman, or child, but a lot of questions are often annoying, and, besides, let me suggest another possibility. You insist on a customer stating color, size, style and price of an article, and then you find it is not in stock. It will then be more difficult to induce your customer to buy something else. You have forced a decision in advance and the customer sticks to it, owing to the trait of perverseness, of which, we all have more or less of a bump. Had you shown the merchandise, the customer might have made a selection without letting you know that he changed his mind as to what kind he would buy.

If you need to ask a leading question, use the third person, instead of the second, as is often done. For instance, in the case of hose, ask: Would you like a lady's or a man's hose? Possibly customer wants to buy a cheaper hose than you would ordinarily expect to sell her and as a matter of fact it is none of your business. Upon receiving an answer to your question, get out a box of hose. It is a question whether in all instances this should be your very cheapest hose. This undoubtedly leaves a good impression of the reasonableness of prices. If you do show the cheapest first have a bet one ready to follow it. Possibly a safe plan in this case would be to show one of your best values in a little better hose first, say—in a black, and you will likely receive an answer from your customer to all your unasked questions.

If a man's shirt is asked for, it is usually advisable to know the size and then show shirts in that size only. Where it is at all possible, as would be true of suits, coats, etc., avoid asking about size. Guess at it and try the garments on if the customer is willing. If unwilling, avoid, by all means interesting your customer in something that will not fit, or could be altered to fit.

I have diverged somewhat from my subject, but this has been done with the idea of clearing possible difficulties prior to the use of your vocal organs to any extent. I believe that in arriving at this point with swiftness that shows no haste, you will leave the impression with your customer that you have an understanding mind. During this period, your customer has probably said something that will help to get a line on likes and dislikes. Don't miss any help of this kind.

Having proceeded this far, state in simple language the general points about the merchandise you are showing. Do not misrepresent and do not make positive statements of which you are not sure, such as fastness of color, being all wool, all silk, all linen, etc. Most of the time, it will be unnecessary and why borrow trouble as to whether a suit of clothes is all wool, (unless you are sure), providing it is of good quality and your customer does not ask a direct question.

However, if a direct question is asked, see that it is answered to the customer's satisfaction, either by yourself or someone who knows. Leave absolutely no doubt as to your sincerity of purpose in fair dealing and honesty.

Now, we want to know what to reply in answer to direct questions. Take matter of color, a troublesome question for the last two or three years. In case of doubt as to the washing of cotton goods, explain, briefly, something of the dye situation and suggest that the goods might not fade, but that it would be a precautionary measure to set the color.

Where there is some doubt about cloth being all wool, why not suggest that to be absolutely sure, its threads need to be separated and possibly subjected to a chemical test, but that you feel confident that it is largely of wool and you can assure its wearing qualities. If you know it to be cotton or mostly cotton, say so. Whether you make the immediate sale or not, your customer will appreciate your frankness.

As a whole, the public has become more intelligent and more discriminating in its selection of merchandise. It is hardly safe to try the old all wool and a yard wide, style of merchandising. Once in a while, you will strike a snag in the person of some customer that knows as much or more about goods than you do. There are many women nowadays, who are excellent judges of cloth values. Do not make exaggerated claims. Modern advertising condemns it in a large measure—for instance, claims that state an article is worth many times, or even several times what is now asked for it—

MR. E. A. NELSON was first employed at Great Falls, Mont., on March 25, 1913. He was transferred to Anaconda, Mont., March 1, 1914, and again to Wahpeton, N. D., November 1, 1916, where he assumed management on January 1, 1920. Mr. Nelson states that the Wahpeton force wish us to report that they are using everything from The Dynamite to Dynamite to get their quota of the Fifty Million.
that a $75.00 article is now going at $25.00. Little credence can be, or is given to such statements. This is partly due to the steady pounding of honest advertisers. The public knows better.

Do not make direct reference of a detrimental nature, about a competitor. It is unnecessary and seldom elevates your store in the customer's eyes.

Returning to the subject of proper volubility, we have stated that a certain amount of fluent talk is usually necessary in making a sale, but keep within proper bounds and do not let your talk become verbosity. In other words, do not get windy. Allow the customer to do some of the talking, be as fluent as need be to make the sale, know at what point to stop talking, wrap up the goods and don't start selling it all over again while wrapping it up.

I will now endeavor to illustrate my views, by citing possible circumstances, most of which are reminiscent of my own experiences.

As to the degree of volubility, the following is an instance where a minimum, involuntarily used saved the day.

When I was about sixteen or seventeen years of age, I was told to take the books of wall paper and samples of things to the house of a lady who had a reputation for uppishness. The family was well-to-do, and, if I remember correctly, was the first in town to use a liveried coachman. They bought part of their goods out of town. You know the kind well enough, to sympathize with a sixteen year old going out to furnish paper and molding for a large house. I was wall-paper salesman enough to know something about matching colors, suggesting proper ceiling drops according to the height and size of rooms, to indicate proper borders, measure the rooms, arrive at costs, and all the ordinary knowledge needed.

On the way out to the house, I made up my mind that I would be more liable to get an order if I kept my mouth shut most of the time, knowing the lady's reputation. So, after getting ready, I proceeded to show my samples, much prices. Most of this was special order paper, not in stock. The lady had previously lived in the city from which it was to come and she informed me that the paper house would furnish a certain molding in a different finish than my sample. I did not know whether they would or not, but said nothing and took the order, the measurements and left. The lady afterward stated that the transaction was very satisfactory, because I had not tried to tell her what she wanted or ought to have. I think this was a case of good luck, due mostly to stage fright.

Again you may be showing men's hats. Suggest to your customer that most men have their own idea of a becoming hat, ask him to try on some of the better styles. You need not say so, but keep thinking, and see that he does not get a hat style that will make him appear ridiculous. In other words, adapt the styles shown to suit his features and size. Fit him with a suitable hat. If he puts on one that does not look well, tell him it does not look as well as some of the others. Try to please him and he will come back for your opinion as well as for another hat.

Again, if a lady asks for a certain cloth and you haven't it, do not stop at politely stating: I am sorry, but it is not in stock at present. You ought to have a general idea of what use the various kinds of dry goods are put to; many times a satisfactory substitute may be had. Think fast and add something like this: Possibly so and so will answer your purpose as it has a similar texture at about the same price. For instance, Cambric and nainsook, mull, voile and lawn, poplin, beeche cloth, galatia and sateen, etc. Many times the suggestion will effect a sale and often the suggested article is found to be better for the purpose wanted. If this is the case, mildly say so in the form of a question to clinch the sale.

If possible, avoid all semblance at arguments with your customers. Lead them rather than push them. Let me illustrate: A lady is looking at waists. After showing a few you suggest to your customer that this is a good style for her, that it is a late style. Wouldn't you get along just a little better, if you had said Here are a number of waists that have come in lately, or possibly one of these will be becoming, or I would like you to try this on. She is not apt to refuse your courteous request, if it appeals to her at all.

Lay aside all the bombast and introduce talk that indicates a real desire to please. Don't be on the defensive altogether with a chip on your shoulder. Agree with your customer when you can and never disagree in actual words of opposition. Proceed to win her over to your side, if the point you wish to make has real merit.

Again, you may have a customer who has steadily used Coat's Crochet Thread and you have Clark's in stock, or vice versa. Try something like this: Both Coat's and Clark's threads are good, but for some reason Clark's thread is preferred here. Some have found it possible to use the same numbers of each kind together and possibly you would like to try it; if your piece of work is not yet started, try O. N. T. as we do not think you will note any difference in the results.

Again, you may be showing a suit of clothes. There are very few men that look equally well in every suit tried on. After putting a coat on a man, do not hurry to remark: That looks well on you. First, allow him to size it up in the mirror, then causally ask: How do you like that? He answers, It looks pretty good. If it really does, you might add: That does fit nicely, or if the cloth is quite good: That's a mighty pretty material and it will wear. If the fit or cloth is decidedly not right for the particular customer, he will appreciate a candid expression of your opinion, couched in language that makes it more like a suggestion than a criticism.

In closing, permit me again to urge that you try to adopt a manner of speech and a construction of sentences that will lead your customer rather than otherwise. Avoid the negative sentence in every possible instance.

A customer may ask if you have 9/4 unbleached sheeting. You have none in stock. Instead of saying, No, we have none, why not put it this way. At present, we have only the 9/4 bleached and 1 0/4 in both bleached and unbleached. This form or variation can be used in the majority of cases. Watch this particularly over the 'phone. If a prospective customer on the 'phone hears: No we have none at present too many times, without hearing the modifying clauses stating what you have, the store may get a reputation of never having anything wanted. Denials produce more or less emphasis and finality in your answers, while the affirmative sentences produce a feeling or your earnest wish to please. Try it.

Temple, Texas

WILBUR J. DAVIS

STUDY

YOU cannot live upon your mental capital so well as upon the income which it brings you. And just as in commerce, the more you can save, the larger your income, so with your mental power, the more you can add to it, the more force and power you will have.
Nothing that was ever worth doing could have been accomplished without study. As Socrates says, Employ your time in improving yourself by other men's writings so you shall come easily by what others have labored hard for. The man who neglects to study in his spare moments must remain a routine worker all his life. Some men by performing routine, will sometimes rise to good positions and live comfortably, but never advance like the men who study and get a thorough knowledge of the business possibilities which they are undertaking.

We often sit down and read books and believe that we are really studying. Consider the meaning of the word, Study. Webster says: to apply the mind to a subject for the purpose of gaining knowledge. There are other definitions; but with all the different meanings the one great idea of study is to employ the brain. To achieve a definite purpose, you must study with a well thought out system. Do not jump at it with enthusiasm the first night and then let it slip and slide until you lose all interest and finally drop it.

I would suggest that we plan a daily time table and set aside twenty minutes a day for study. In this way our work would become much easier, and we could improve the mind without making much effort. A man has every encouragement to study, for every addition to his knowledge leads to a greater increase of mental capacity.

As long as you neglect study, you remain on the level of the average man, because most men regard study as unnecessary. They believe that they left that when they graduated from High School. Think of the time that we spend reading books which do not broaden our knowledge at all. Quoting Dr. Tapper who says: The reason the picture shows are so popular is because people can spend an evening without thinking, without any mental exertion at all. Today with our libraries, we are able to get books on any subject we want. Think what a wonderful opportunity it is to have the ideas of successful business men in our homes so that by careful study we may get in one hour, what they have devoted months to get. This is indeed a wonderful privilege and men who are not willing to devote more time to get this power when it is available, deserve to lose.

Porterville, Cal. J. A. Sammon

BRINGING THE CUSTOMER BACK TO THE STORE

I TRULY believe that the success of any store depends upon return of the customer who has once been in the store. Where would any business be if there were no impression left with the customer upon whom you wait? In some stores it is service; in others quality; in still others personality; and in a few places we find still the old form of prizes and drawings with the purchase of merchandise.

Let us now think which of the above methods is most successful these days. We can say that we find the prize method totally extinct except in a few small country towns. In larger places we find the quality predominating. But I believe that in the conservative and ever growing town we find the key to successful business to be personality plus service. And it is particularly true more, where we find the J. C. Penney Company stores.

Let us imagine that the only way we can bring our customers back is through our own personality. To have the right kind we must be the right kind of men and women, or we never can bring the customer back into the store and thus make our success assured. One of the essentials in personality is the smile; not the forced smile but the everyday smile. Let us not forget if we smile the world smiles with us. Let us make the smile the mirror of our happiness so that it may reflect to others.

With personality comes service. If we are the right kind of men we have the quality to do good to others, to help them along, to help them make their selections, to show what is proper and improper and what is in style. Above all, we should show that this is the place to trade. We can do all this with service and personality behind it.

What do we mean by service? In brief we mean doing every thing possible to take care of our customer to the fullest satisfaction of the manager and the company in order to assure a return of the customer to the store; to be pleasant at all times, not to keep the customers waiting, to make sure she is waited on, and be sure she does not leave the store having forgotten something.

I believe with personality of the right kind and with service backed up with personality there is no limit to the possibilities for the salesman or the saleswoman. I know there is no limit to the sales and the success.

Bakersfield, Calif. MAYNARD JONES

EXPLAIN OUR METHODS TO THE CUSTOMER

TO have a thorough knowledge of the J. C. Penney Company, is one of the essentials of salesmanship. Your selling talk should be based on the way we buy and sell goods, the way we operate, and the quality of the goods. Any person can readily see that if merchandise is bought in large quantities and disposed of in the J. C. Penney Company way that it can be sold at a saving to the customer. Many people would like to know how we operate and what our history has been.

What good does it do if we say, Yes, we have 297 stores and we are still growing, and then the customer walks away. He would like to know just how we came to get so many stores. If you use your mental ability by telling what you know about the Company customers will begin to get interested, they will begin to ask questions. After you have given them a brief outline of the way we do business they will consider how other stores operate and they will see that our methods are the best. The result is one step nearer the close of a sale.

When selling a suit of clothes to a man who has to be shown, tell him how we buy suits. If he can learn, through the salesman, that our suit buyers are in the market constantly buying in large quantities and at a conservative prices, he will be convinced that we can sell to him favorably. This same man may say: Well you may do all of this but how do I know you are selling this suit cheap and giving me the advantage of your saving? Then refer him, with all details, to our growth from 1902 to the present time. Tell him of our policies and all you can of our co-operation with one another. If he can't see that honesty and efficiency prevail in the J. C. Penney Company after you have told him this, then you are dealing with a man who needs further convincing along this line.

Wherever you go make it known what you know of this great Company and keep up the good work.

Although the J. C. Penney Company is now pretty well advertised, there are new people coming to us constantly who have

Mr. E. V. Burnett was first employed at Lewiston, Idaho, September 24, 1913. On April 1, 1920, he opened the Michigan City, Indiana, store as manager. Since the opening of the store business has increased steadily, the patrons thus showing their appreciation of the J. C. Penney Company method of doing business. Mr. Burnett and his associates are pushing for that $50,000,000 by introducing Penneyism to a new territory.

NOVEMBER, 1920
to be taught. So we must not think we have done enough. Let us keep up the good work Mr. J. C. Penney has begun. 

Preston, Idaho. JACK CHATTERTON

COURTESY IN SALESMANSHIP

Neither an individual, community, store nor an organization can get along without courtesy in its dealings. No business can be successful without it. Courtesy is invaluable to all; the farmer, the business and professional man, the rich, the poor. What we want to do is to treat everyone courteously. It is easy to treat some that way and to ignore others. I remember one time, when I was a salesman, waiting on two good looking lady customers and after I had attended their wants, the proprietor came to me and said, "You would be a wonderful salesman if your customers were all good looking girls. I have noticed that you take particular pains to satisfy them in every way possible." I thought over what he had said and told myself to try to treat all my customers in the same courteous manner. Let all of us here try to give customers the best we have in us at all times.

In opening a new store of this kind, we shall secure both shoppers and customers. But it all depends upon us, the salespeople, to satisfy these shoppers and customers to courteous treatment so they will return again and again, finally becoming permanent patrons of our store.

Politeness and kindness possess a charm that is irresistible and will turn a desert of selfish aggression into a garden of mutual companionship. There are some who interest and captivate their friends and customers because of courteous treatment. Others repel because of their boorishness and lack of interest. What I mean by this is, if you are waiting on a customer in a courteous, pleasing way, other people in the store will notice it and the next time they are in to buy, they will feel pleased to have you wait on them.

A clean character is the most valuable possession of man. Next in value to Character comes courtesy. I noticed an article in The DYNAMO that the J. C. Penney Company holds a clean character above anything else. We will practice courtesy in all our dealings it will help strengthen our character. They go hand-in-hand.

Personality counts for so much in the business life of today that only those who are civil to all those below them as well as to those above can count on success. One reason for this is that business has become so complex that it can only be carried on by the efforts of many. Nothing draws people together and makes them so harmonious as does courtesy.

In this department store, civility on the part of the salespersons is absolutely indispensable. The heads of the J. C. Penney Company, consider politeness one of the main requisites of their employees and those of us who desire to advance should cultivate politeness. We will be repaid for it many times.

While in Marshalltown, I had the pleasure of working with the best salesman I have ever known. He was a man of twenty-three, born and raised there, in fact he had spent the greater part of his working career in that store. I took special notice of this man. I now believe the reason he was a successful salesman was because he was courteous to everyone who came into the store. He had the royal courteous way that is bound to win customers not only for the present but for the future. They always left with a better feeling.

When a prospective customer enters our door, let us greet him plenty. When he comes into our store he is favoring us with a call and we should greet him in the same way we would if he were making us a personal call at home.

We must learn to wait on customers as if it were a pleasure and not as if we were doing it as a duty.

One of our hardest things is dealing with a grouch. It is very easy to be grumpy to another grouch but if we practice giving everyone the best we have in us, all the time, we shall be better able to handle our customers in a pleasing, courteous manner.

Let us all get a little new life and do our best all the time.

Webster City, Iowa. V. R. MCCOLLOUGH

PICK YOURSELF UP

He that has never gone, bare-foot, to the dewberry patch in the spring-time with upturned pantaloons, his head covered with an old half brimless hat made so by a portion which was lost in the lastumble-bee skirmish, can not appreciate the joys of real boyhood days when compared with life's battles in later years.

You will all the more appreciate the fruits of life if you experience a pain or an effort in procuring them. Those luscious, juicy berries were worth the pain caused by the briars piercing the feet in the attempt to secure them. Then the few sips of wild honey from the bumble-bee's nest was all the sweeter and relieved the pain which you received from the enemy's machine-gun battalion you encountered when making the final charge.

The above picture only represents the manly determination of early life to conquer, to subdue and to overcome the obstacles in life's pathway, even though occasionally you might be knocked out for a time, you would only charge the enemy the stronger and with more vim and pep. So it is in the social and business affairs of life; the bitter and the sweet come together. He who attempts or risks much meets with the temptations and oppositions of the world. He that has never stumbled nor fallen, never erred nor done wrong has never traveled far nor attempted much.

I admire the boy who stubs his toe even though he tears away a portion of the nail and turns heels over head and who can, without a whine, pick himself up and go limping on his way.

It is however a mark of manhood not to fall, but it is often a mark of greater manhood to be able to pick yourself up when down. The man who picks himself up and goes on against the double opposition of his own weakness and the world's attempt to crush him displays a heroic manhood and a disposition to succeed.

All about us the world is strewn with human wrecks of various kinds, and no age of the world ever offered greater opportunities for restoration and chances to rise again. The world admires heroes. He that can himself be inspired to forget the past and can be made to press for the prizes of the future, has a thousand chances of honor and position he imagines are forever lost to him when down.

The man struggling to rise through sincere honesty, faith and hope has God on his side. All the devil's forces can not battle down such a man.

There are however some great difficulties to hinder one from picking himself up. There is no royal road to success nor any flowery beds of ease by the wayside. All difficulties must be overcome if one is to win out.

When a man is once down it is easy to lose confidence and self-control and by repeating his falls he will continue to weaken all the forces of his manhood. Indeed, he may become so discouraged by

NOVEMBER, 1920

32
his own weakness that every motive to rise is finally lost. Then pride and ambition, hope and resolution take their flight and all sense of virtue and honor becomes deadened. There is a point beyond which the fallen man dare not go if he is to rise again.

Another difficulty is the uncharitable and tempting world. A man's competitors in life and the cold element of humanity around him will take great pleasure in arraying his past history before him and will seek to draw him back and to hold him down. Then pick yourself up and don't be so much afraid of the world as of yourself. Examine yourself thoroughly and take on new courage, laugh and the world laughs with you, strive for supremacy with all your might. The pathway to success, honor and fame is not paved with daisies, nor has the way been made any easier for you by those who have gone before. It is up to you to build your own ladder. The only road to great and ultimate success is bedewed with the sweat and tears of patient pertinacity and growth in life's callings.

Hold yourself up before life's mirror and try and see yourself as others see you. Examine yourself; lift up; look up; straighten up; get up and make yourself feel that this is a great world. It is full of opportunities. What man has done man can do. You have been the privilege of passing this way for some purpose and resolve today that your life when ended shall not have been in vain, but that it may be said of you that the world is better by your having lived in it.

Enid, Okla.

B. R. JENKINS

TRUTH IN MERCHANDISE

ANYONE who is a student of events should be familiar with the facts of present prices and margins of profit. On the other hand, unless one does follow events, one is in no position to pass an intelligent opinion on present conditions as they affect prices. We are constantly admonished by Mr. Penney to be students of our business and I am sure he means by this that we are to follow any and all tendencies that affect our business either directly or indirectly.

People come here expecting to find goods at lower prices and as a matter of fact they do find them in the main lower, but not invariably lower. And for this very fact we should state our case carefully and fairly. In this day when selling price today is cost price on close merchandise tomorrow, it often happens that our competitor owns some goods at prices that permit him to undersell us and as a matter of fact this sometimes happens. When we run up against this situation, instead of questioning our customer's veracity or doubting his judgment, we should explain how this may happen. Then it is up to us, as good business builders, to prove to our patron that even conceding these things to be true, we ARE in almost all cases lower than anyone else. Our proposition has far more merit than the other man's, and we are really in a class by ourselves. Let us govern our statements by all the facts and be fair in what we say, that our claims may carry conviction.

Not long ago a lady came into our store to make a purchase. She carried under her arm a pair of shoes which she had purchased in another store, and showed them to the salesperson who was serving her. Now it happened that this lady did not know that we had handled shoes though we feature them in a conspicuous place both in our windows and in the store. On learning the price she had paid for them, a perfectly fair one for the ordinary store, this salesperson informed the lady that she had been robbed. Aside from the fact that she had not been robbed, it was poor judgment to make this buyer dissatisfied with her purchase once it was made. And again she could hardly feel flattered at the salesperson's estimate of her buying judgment.

In a case of this kind, I would proceed like this; I would admire the shoes, and concede the fairness of the price she had paid for them. However I would then proceed to explain to her why we can sell her a similar value at a lower price; and I would if possible show her a few shoes, soliciting her patronage the next time she needed them. Right here I want to say that I would not encourage her to return her purchase, get her money back and come to us for shoes. This is unfair practice and we should be above such practices. Now I am sure she would leave our store convinced that we were honest in our statements and fair to our neighbors, and I believe that our store would have made a future customer. You see we have on the one hand conceded her purchase to have been made at a fair price, and we have, on the other hand, shown her why our right price can easily be lower.

We hear a lot of untruth these days about the profiteer. While it is true that such an animal came into being with the war, it must be conceded by fairminded and well informed persons that he is not so prevalent as one might think. Recent Federal investigations, particularly those of Mr. Howard Figg, have shown that the average retailer is not a profiteer. In fact they prove rather that the retailer has in the past not received a fair return on his investment, and that even now his profits are in most cases less than his capital investment would justify. What applies to the retailer is, no doubt, equally true of the reputable manufacturer, jobber and selling agent. Perfectly true; it is that someirates have taken advantage of the times and have cast discredit on all business but these are only a passing factor and in relation to the whole, their number is negligible.

What a blessing it would be if every salesperson in every store throughout the land would inform himself as to the real facts and causes of present prices and then meet the mass of untruth with a true presentation of the case. Should not we as J. C. Penney Company men inform ourselves so as to speak with authoritative knowledge on this subject? We meet a lot of folks in a month and we can make ourselves felt. Let's get busy and spread the truth.

La Salle, Ill.

EUGENE R. GULLETTE

TALK THE J. C. PENNEY COMPANY TO YOUR CUSTOMER

EVERY day we hear or read of the value of advertising. I wonder how many of us realize that we have the opportunity of using, every day, the most valuable form of advertising known—word of mouth. Every day we can make use of this form of advertising the company direct to the customer.

Study the history of our organization, if you do not already know it. Imbue yourself with its principles and then explain them to your customers, as opportunity presents itself.

They are interested, or will be, if you explain the Company to them in an interesting way.

Tell them how we have grown, in a few years, from one small store to a chain of two hundred ninety-seven stores, and that we are still growing. Our success can be attributed to the principles of the Golden Rule as practised by Mr. Penney and his associates. Tell customers that we have real cooperation. Tell them of our im-

M. G. G. HENRY began with our Company at Wichita Falls, Texas, during the summer, 1917. His sincere efforts and hard work were rewarded by his opening the Greenville, Texas, store, in the Spring of 1920. The Greenville store began business on a rainy day, but it made a good showing just the same. Mr. Henry and his associates are working strongly toward the $50,000,000 goal.
mense buying power, its savings to us and hence to our trade, and that we adhere strictly to the cash plan and one price to all.

Now I have no doubt most all of us do all the above things. But I am going to bring up another phase of the subject that some of us may neglect. You will pardon me, I'm sure, for giving my personal experiences and personal ways of handling the points in question. Some of you doubtless use remarks similar to the ones I shall give, and doubtless some that are much better, but again, some of you may get ideas from the article, and that is what I am after.

During the past two years I have had the question asked, so often (as all of you have): Why don't you carry such and such a brand of shoes, hats or clothing?

Last month, to be explicit, I was waiting on three men, who came in to buy some bunting. While I was getting it, one of these men walked down the aisle and asked one of our younger salesmen if we carried the blank line of hats. He answered: No. And the man asked for another well known line. The salesman replied that we carried our hats under our own label.

By this time I noticed all three men taking an interest, and as all were strangers I said I would be glad to explain our reason, and did so as follows:—

I judge you men are strangers here, and do not know of the J. C. Penney Co., and its way of doing business. We operate two hundred and ninety-seven stores in twenty-six different states, with buying offices in New York, St. Louis and St. Paul.

We buy merchandise in such immense quantities that no one house can supply all our needs in any one line.

We go direct to the manufacturer in most instances. Our Company is too big to think of advertising any one manufacturer. We are advertising the J. C. Penney Company. Again, we go after our business solely on the strength of our service and values, not on any trade-mark or name. Many of our lines, such as shoes, are made for us on our own specifications. They must come up to our standards before they will be accepted.

Now if you buy an article of us, and it gives satisfaction, you remember where you bought it. If it does not give satisfaction you come back to us for adjustment, and not to the maker. So we must handle merchandise of proven quality or we could not grow. In a number of states our stores are very close together, in fact, in many. Hence this best advertising we have is the good word our customers of those towns and surrounding country speak for us. A customer who trades with us in one town will invariably look us up, if he is visiting another town where we have a store. Such good will cannot be bought with anything but service in its highest form, and it is invaluable! We dare not do anything to injure it!

Another reason for our having our own label, which may not appeal to you particularly, is that in most every town where we have a store some other merchant probably carries merchandise from some of the same makers that we do. Now we know we own this same merchandise from ten to twenty-five per cent less than he does for reasons you can plainly see. We have no desire to antagonize him or hamper him in any way. As I stated before we go after business strictly on our own merits. This merchant finds we are selling the same lines he has, in many instances for practically the same as he buys for.

Naturally he is sore, and goes after the maker. So we have this reason also, purely ethical—for having our own label. It saves the other fellow trouble. We do not want to take advantage of any one.

It is contrary to the principles of the Golden Rule.

The men listened carefully to what I said (which did not take so long as you may imagine) and the man who first asked the questions looked at a hat and later in the day bought one.

The next day he came in for a suit.

One of the party said he had just moved to town; he has since been in the store several times and brought his wife and children.

Now that little talk paid, as it has paid to my own knowledge several times in the past.

As our chain grows we shall eventually be known all over the east, as we are now in parts of the west. In the east the towns are closer together and the country more thickly populated. The best thing we can do for the future of all our stores is to get our customers thoroughly familiar with our ways of doing business, and they will in turn inform others.

I HAD another experience a few days ago, and I want to tell you about it. You may meet with the same, some day.

A lady came in and asked me for a package she had left. It proved to be a comfort, and of course was of good size. She said: I am going to wait here until my car comes (cars all stop in front of our store, here) as I do not want to be seen carrying such a large package from this store. Now, this stomped me for a minute. I realize some people think they are doing something a little beneath their dignity when they trade with our stores, but thank goodness they are few in number. But anyway, to continue—as I said, I was stomped for a moment. I explained why we did not deliver and found that she was another newcomer, so I laughingly remarked: You should be proud of trading with the largest concern of its kind in this country.

She looked surprised, so I told her that while this one store was probably not so large or ornate as some of the others in town, that the company back of it was the largest in the country. And I spent the few moments before her car came telling her something of our organization.

She left the store in an entirely different frame of mind, and did not seem to mind carrying her parcel.

Now the value of this form of advertising cannot be measured in dollars and cents, but I believe it has newspaper or any other form beat a mile.

Let all of us get in the habit of practising it every day; not necessarily in as lengthy a form as I have set down here, but a word here or a little talk there, as the opportunity offers. Sometimes, as happened in the two instances related above, it is quiet in the store. Then the time you spend talking the Company to the customers is worth its weight in gold.

We are all building for the future. Let us build right, and start now.

Sherman, Texas

H. W. Rucker

YOU ALONE

Do your best
Yours the test
Nothing daunted
All things wanted
Make your own
One can do it—YOU alone.

Ardmore, Okla.

M. R. B. Gilbert

Mr. E. R. Bevins came to the J. C. Penney Company at Chico, Calif., in February, 1916, leaving April 9, 1917, to answer "the call of duty and honor." He was discharged from the service on May 1, 1919 and re-entered the Chico store, where he was appointed manager on January 1, 1920. Mr. Bevins is a real fighter and is always up and ready; his motto being "Sic 'em."
Thanksgiving

THANKSGIVING DAY comes, by statute, once a year. To the honest man it comes as frequently as the heart of gratitude will allow, which means every day, or once in seven days, at least. We are now approaching the threshold of another Thanksgiving and there are many things we should be thankful for, not alone to-day, as fixed by the proclamation of our President, but every day throughout the year.

Let us be thankful for the way in which he has led us in the paths of duty and honor in the years that are past.

Let us be thankful for the clear conception he has given us of our obligations for the future, toward the oppressed of our own and of all other lands.

Let us be thankful for the spirit of loyalty and gratitude in which we have always responded to these leadings and obligations.

Let us be thankful for the patriotism of our young men of the North and South who promptly responded to the call for military and naval service when the crisis of the Great World War was upon us.

Let us be thankful for the Stars and Stripes which proclaim liberty to all, and for the right to point to that flag in any part of the world, realizing that is our country's flag, under whose folds we may rest securely.

Let us be thankful for that American spirit of individuality which can always be relied on, "with the hour to produce the man."

Let us be thankful for the opportunity which has been given us to be a part of an Organization which stands for Honor, Truth and Loyalty.

WALLA WALLA, WASH.                        H. B. HOOPER.
The Golden Rule practically applied will increase Wages, stop Strikes, end Profiteering and prevent hard times.

The sweaty face is a sure cure for economic ills, moral lapses, social unrest and financial hazard.

Wishing has never discovered a Continent, invented a Machine, constructed a Railroad, won a man a Wife, built a Home, established a Business, or founded a Nation.

Time is entirely inadequate for the man with a great program.

Opportunities are sometimes unacceptable because they require an increased expenditure of effort and energy.

Those that serve themselves first are not the servants of others.

To him that hath shall more be given, provided he hath prepared himself to receive it and is willing to take it.

Distinct honors are preceded by care, determination and hard work.

Push your tasks rather than permit them to push you, and there will be greater progress and less confusion.

Determination and Discretion are splendid partners in the busy work-a-day competition of life.

Give your best to the tasks of today, and the duties of tomorrow will be properly handled.

Demand calls loudly and long for those capable of handling big jobs.