Thrift
Number

THRIFT enables us to pay today's obligations out of the reward of today's labor and to carry forward a portion for the possible emergency of tomorrow.
The Thrift of Time

An old proverb tells us—Time is Money. Time is more, it is the inexplicable raw material of everything. Time is the most precious of possessions. No one can take it away from you and though often wasted, it is never withheld.

Its right use brings the advancement you are striving for to a thrilling reality. Who of us manages the Spending Department of our daily life as we should? We say: I shall do that when I have more time. We never shall have more time. We always have all the time there is.

The man who devotes an hour and a half every other evening to conscientious study for the cultivation of the mind has transformed that time we ordinarily call Leisure Time into an asset in his work.

The working hours in the J. C. Penney Company are longer than in the average business. Conservation of these working hours is man's best earning asset.

Therefore, education and experience, plus time wisely spent, fix the true earning power of every individual.
An Apostle of Thrift

By Dr. Thomas Tapper

One of the first writers to recognize the need of supplying young men and women with books of practical help in the affairs of every day life was Dr. Samuel Smiles. And of all his books probably no one has been so widely read, so thoroughly loved and so generally translated into foreign languages as Self Help. This book is a forceful preaching concerning the talent latent in every man, talent that may be developed to a wonder-working degree by simple means.

One day Dr. Smiles was requested by a group of young working men to "talk to them a bit." These men were of the humblest rank who during the winter met in a cottage room to improve themselves. In the summer they did their sums on slates in a back garden. The group grew in number and, compelled to find a more ample meeting place, were offered a large room that had been formerly used to house cholera patients. Everybody was afraid of that room, but the young men set to work to tidy it up and to furnish it with a few chairs and deal tables. Thus equipped they proceeded to teach themselves reading, writing, arithmetic and geography.

It was at this point that Dr. Smiles was invited to speak to them. Of his effort on the occasion of his meeting these humble boys, he said it appeared to him likely that a few words of encouragement, honestly and sincerely uttered, might produce some good effect. He told them what other men had done to make places for themselves, what sacrifices they had made in the face of obstacles often so great as almost to stifle the very thought of effort. He pointed out that every man's happiness and well-being is in his own keeping, that a man wins his way by his own diligent self-culture, self-discipline and self-control, backed up with honest and upright performance of duty.

There was nothing new in what Dr. Smiles said, but the earnestness of the young men convinced him that there must be thousands of others in the world who needed the simplest help and the homeliest counsel. This thought grew and after some years the book Self Help appeared. It won immediate favor, providing to its readers the very inspiration and practical direction they had not known where to find.

Convinced of the value of the message he could give, Dr. Smiles wrote other books designed to turn every one from the temptation of burying the single talent. There is one book entitled Character, another Duty, a third Thrift; besides these he wrote some volumes of biography, showing that often the most noteworthy men step forth from the humblest cradles.

As a group, the books of Dr. Smiles are, all of them, about Thrift; not the Thrift of money alone, but of Time, Energy, Thought Power, Opportunity—in short, Thrift of God's gifts. I like to call them God's gifts because it keeps us minded of the source of our wealth. And if wealth be of God then the Thrift of it is truly a diviner accomplishment than mere money hoarding can ever be. I like to think of a man as thrifty of all great things for it shows that his main purpose is to turn the divine power within him upon all the problems of his life and living. Thus he makes them divine, too.

It is not difficult to realize that the Thrift which compels us to put ten dollars a week in the savings bank will produce with the magic of compound interest, something like $2875.00 in five years. This is easy enough. But to realize that an investment of Time, Earnestness and Inquiry in business problems and in life problems as they arise will amount to a highly developed mind (and heart) is a revelation.
It is true that Thrift of anything soon makes us rich in terms of that particular thing. Saving money makes a man money rich; it does not necessarily make him wisdom rich. To possess wisdom one must actually earn and save wisdom. It sounds odd but it can be done. Being true to all responsibility makes a man rich in the power to bear responsibility. One cannot secure that particular reward any other way. Hence, again, Thrift of anything enriches us in that particular thing, but in nothing else.

II

THE world at large, and that of our own country in particular has been passing through a time of fever with high temperature. There have been extravagance and waste. People, unaccustomed to luxury, have revelled in it. Earning has been easy and pay big. Many who never before could afford travel, motor cars, furs, finery and amusement found themselves able to command them. And they commanded.

But the thought that big pay and unusual prosperity meant an opportunity to save and invest wisely seems to have occurred to but few. The reaction displays the usual depression following upon a prosperity peak. Many would have been able to-day to tide themselves over the slump had they foreseen. But foresight has never been so good as hindsight and, once more, Experience gives us zero for our failure at our lesson.

This is precisely the condition that Dr. Smiles' book entitled Thrift is intended to meet. Its testimony is homely. There is emphasis in the pages of Thrift of the marvelous cumulative value of little things. The power of the penny saved is plainly indicated. There is no place given to getting rich over night—but much is said about keeping expenses within income, of saving a little, even a shilling or so a week, of attaining independence through foresight and personal effort.

There never was a time when such counsel was so much needed. For a few years past our dollars have been many but elusive. They have been dollars of the hop, skip and jump kind. Indeed, a witty person said recently that if money does talk it seems to know only one word: Good-bye.

Dr. Smiles warned his readers never to forget the necessity of a man keeping within his own means. Men look around and see others spending freely, building nothing for the future, keeping up expenses or living in debt and the danger is that one may imitate them. To resent the temptation is a fundamental necessity. The author of Keeping Up With Lizzie hit it off exactly. When one man's dollar sets out to race some other man's wastefulness, the dollar loses the race every time.

Just as no business can flourish just making expenses, but must build a surplus, so the individual must make his Industry pay dividends.

III

AGAIN, Dr. Smiles was an earnest advisor against the folly of waste. To-day, many a man knows enough to keep his investments from becoming idle. He knows that money not at work is power going to waste. But not a few who are sensible in this particular, know little of, and practise still less, the Thrift of what may be called the greater qualities. Suppose, for instance that we should take all the care we know how to be thrifty in our use of opportunity to serve others; to co-operate with our associates, to learn from books and men and things. Suppose we actually practised Thrift of the Better Things of Life, what a marvelous change would come into our lives. A value, indeed, that is as permanent as eternal life.

And this reference to eternal life brings up the thought of another kind of Thrift—that of storing up eternal possessions here and now. No man should devote all his brain cells to cultivating a powerful body. He may glory in it but one day he must step out of it and gather the rest of himself together for whatever continuity of life may be his. With his muscles in the earth (dust returning unto dust) he would better bear with him the fruits of wise sowing: Kindness, helpfulness, tolerance, forgiveness. These will stand him in good stead over yonder.

The reader of any book by Dr. Smiles will be wisely counselled in all these ways. As a writer, Dr. Smiles had a fine sense of values. He would have the young man and woman overdo nothing but rather build a well-balanced life, dedicated to the cultivation of all those virtues which may be said to be enduring.

SELF-RELIANCE and self-denial will teach a man to drink out of his own cistern, and eat his own sweet bread, and to learn and labor truly to get his own living, and carefully to save and expend the good things committed to his trust.—LORD BACON.
Heart to Heart

By Dr. Francis Burgette Short

Preaching is easier than practising. I speak as an expert witness. I have tried both.

Some folks are specially called of God to preach, and there is nothing greater or more glorious under the shining Sun. I have shared in its privileges and received its rewards in the coin of the realm, endearingly lasting friendships and those compensations that are priceless beyond the costliest gems that ever sparkled in the crown of an Oriental king. There are some things too precious for money to purchase. Dollars look like dirt beside devotion. Gold is mere glitter compared with Goodness. Money looks like mud in the presence of maternal sacrifice. God pity your poverty when your ideal and boast are printed at Washington or minted in Philadelphia.

Some other folks preach because they desire to promote their own narrow and sordid notions. Pity the advocate that walks in the steps of a child, lovely as Childhood always is, when he ought to follow the stride of a great leader. Pity the man fooling his time away in the grovelings when he ought to have his face turned toward the stars. The advice to hitch your wagon to a star is right. Man's reach should first be upward. The heavens are the anchorage ground for his Soul, and having found that he can reach down and out and splendidly assist in pulling the old world back to its proper place in the orbit of God.

Everybody practises something

But whatever the urge that sends folks out to preach and however gloriously or poorly they may do that work, this one thing remains true: Everybody practises something; even the preachers must do that. And that makes it difficult because one is called upon to prove the verity of his speech by the uprightness of his conduct.

The unrecognized element operating here is this: The mind and the body are not kept equally alert—the balance is not preserved. God intended mind and body to be equally fit to assume and to discharge properly the duties assigned to them. When either of them is out of tune, the other not only outreaches but really handicaps the unfortunate one in the race. Weakness is always at a disadvantage in the stress of life.

Therefore, wisdom and discretion are greatly needed in order to permit the mind and the body properly to function. Properly function—those are two important words in this talk. How may this much-to-be-desired condition—proper functioning—be brought about, preserved and normally continued?

The answer is: Recreation.

What the Mind Needs

The mind requires re-creative food, ideas, ideals, inspiration in order to live, grow and express its being. Without these, it will dwarf, atrophy and die. The body, also, exacts re-creation exercise, change of attitude, re-charging with red blood corpuscles, some friction and a normal amount of resistance with which to contend. And the recreation of each must be participated in with a thought of the needs of the other, so that the poise of each may be properly preserved.

Students must not forget the bodily requirements in order to measure up to the needs of a growing mind, nor must those giving themselves over to physical effort fail to put their minds through an exercise that will cause it to keep pace with the physical energies expended. The functioning condition must be maintained. Hence, the need of both physical and mental recreation, for only by some such process can an untimely end to one or to both be prevented. I'm doing now just the same as thousands of others have done—I'm preaching. And I've failed to do the thing I ought to have done—to have practised what I am now preaching. That's the sad, sad part of this talk.

The bow that's always bent will quickly break; But if unstrung 'twill serve you at your need. So let the mind some relaxation take To come back to its task with fresher heed.

The Spread of Up-building Practises

One of the constantly increasing problems with which business institutions are having to deal is the problem of proper recreative facilities for its associates. One cannot ride very long on any of our railroads without noticing such signs: Athletic Field of Such and Such Company. Institutions like the National Biscuit Company assist their Employees in the organization of Athletic Clubs, Bands and various other agencies by which the recreative and the social life of their associates are met, maintained and preserved. That is great Business (I spell it with a big B) for all concerned. An ounce of prevention is worth a pound of cure
is as true now as when the old saying was first spoken. John Dryden is as correct now as when he wrote:

Better to hunt in fields unbought,
Than fee the doctor for a nauseous draught.
The wise for cure on exercise depend;
God never made his work for man to mend.

Mental and physical recreation are, without question, a necessity to maintaining a properly balanced life. But the question is ever raised,—What constitutes proper recreation? Here the path becomes thorny and perilous. I am likely to run into a thousand difficulties, biases, prejudices, opinions and notions head-on and there will remain nothing of me except the remnant of some good intentions. I must be careful, for the question,—What constitutes proper recreation? will not down. What does? Think this important and serious question over, Reader, and tell me what you think constitutes proper recreation. Please do not think I am trying to shift the responsibility to your shoulders. I am not.

PROPER RECREATION

WHAT constitutes proper recreation?

Answer: (1). That sort of recreation that does not impair nor pollute the mind; that sort of recreation that does not mutilate nor injure the free functions of the body.

Answer: (2). That sort of recreation that inspires and ennobles the mind; that sort of recreation that preserves and strengthens the body. Something other than the mere doing of this or that is involved in this matter of recreative exercise, and that something more is the spiritual quality involved. The what we read and the what we do become a veritable part of our being—a part of all we say and what we do.

Some time ago, I had a talk with Jack O'Brien who is conducting classes in physical exercise in the Madison Square Garden. Jack is a husky looking fellow and I would not care to bump up against him in the night-time. During our walk through his Athletic Institute, as it is called, the Manager made this significant remark: This is the place where we teach how to be healthy and happy. That I do not agree with all the things that are done at Madison Square Garden, THE DYNAMO Readers readily understand but in every honest and manly effort made to strengthen the body and stimulate the mind to properly function, I most certainly do agree.

We are not all situated so we can enjoy the opportunities of some Gymnasium, and some of our folks are situated to have far better exercise than any Gymnasium can afford; I mean the Gymnasium of God's great out-of-doors. The difficulty is that most of us do not improve the exercise privileges that are near us; we look far-afiel where the privileges seem more inviting.

THE GREAT GYMNASIUM

FOR example: Our Associates out there in their Stores are wondering where they can find recreation privileges. What can I do? Where can I go? O, you Friend o' mine, there are broad stretching fields near your Store. There are beautiful Rivers and fish-filled streams, there are age-old mountains that fairly beam with inspiration. I can hardly content myself here in this Office, when I think of those glorious streams and stretches of bewildering drives, where one can stop and get out and catch a trout, and fry some potatoes and make some coffee and have a meal that would cause the worst old dyspeptic around to forget he ever had a stomach. And if I could afford it, I believe I would leave this Office and make my way back to the country, where I could hear the rooster crow, whether I got up or not, and see some folks I knew and live in a house to ourselves and take a ride in our Auto and say Mornin' to the people across the street. Dear me, dear me, what a time I could have way out there tramping around, whipping a stream for trout and then going back to the shack at night so tired and hungry that after the dinner was eaten, I would fall upon an improvised bed and spread out and almost drip over the sides.

CONSERVE YOUR PRIVILEGES

THE important thing for each of us is this: To conserve properly our privileges, whatever they may be. There is an abnormal waste of time and opportunity of which we are more or less guilty. We permit hours every day to pass unimproved; we ought to have in our pockets little books of good reading matter into which we could peep when otherwise idle moments would steal by. We ought to spend some time every day looking at the unfolding world about us. We ought to walk out every night and look at the sky and try to stretch ourselves to the capacity of taking it all in. These things would inspire our minds to nobility of thought and action and strengthen our bodies for life's greater tasks.

To say we have no opportunities for the recreation of our minds and bodies is to confess that we are not improving our privileges. Men never become great by observing great things but by putting into practice those seemingly small and generally neglected things which when put into practice result gloriously and grandly.

THE THRIFT BUILDING OF LITTLE THINGS

ANY of us learned years ago that the ocean is composed of water-drop by drop, that the stretching shores are made of little grains of sand, that the lengthening centuries are the result of years, months, days, hours, seconds, that our lives are lived moment by moment and our character is ex-

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pressed deed by deed. I wish I could properly express the importance of thriftiness in relation to our mental and physical condition. I wish I could present the majesty of the mind and the wonder of the body as God has given them to us for use. Are they not wonderful in their possibilities of growth and service?

There is committed to our care a serious and a sacred responsibility—properly taking care of ourselves—our whole selves. How are we to meet it? How shall we distribute our largest possible output?

By having some time each day for recreative exercise—reading those books that refresh and add strength to the mind and taking that exercise, change from the regular work, that rests and invigorates the body.

This program may oblige us to recast our daily schedule but that very act will bring into operation other brain cells and physical energies that in themselves will be productive of great good. But better than all else, it will teach us to use with proper care our time, our talents and our energies.

Thrift Resources
You Must Give Yourself a Chance to Succeed
By MRS. ROY L. MALMSTEN, Mt. Pleasant, Utah.

How often can we say at night that a good day’s work has been done? A wonderful joy of accomplishment crowns the day in which one has stepped ahead of ordinary achievement. Yet it is possible to stop running at half speed and with no more physical effort step ahead at twice the rate.

Very few people ever use the mental capacity to the full. Marking time is most common. Very few ever use the part of the day from 5:30 A.M. to 7:30 A.M. when thinking is clearest and best aids us to reach a desired goal. Working backward by working into the night is the more common habit.

There are two important elements of success which we often overlook. They are physical welfare and mental capacity. The body requires three things to keep it in perfect working order: (1) Sufficient rest to build it up. (2) Proper food. (3) Regular exercise. Beyond that mentality controls. The will to do what is best is most often lacking in the average mind. The will should direct the body to sleep at proper intervals, approximately from 10:00 P.M. to 5:30 A.M. and to rise at the time when clear thinking is possible. Success then in any marked measure must come from the application of mental powers.

If one desires to be successful in any line, he must have knowledge of it. He must acquire all the information on the subject of his business that he can obtain from books, study courses, lectures and other sources of information. From the whole by using his clearest judgment, he must draw conclusions and then step ahead.

A mentally efficient man knows that regular exercise is required, that he must never be held back by physical disability, that his exercise should be play and that he should play hard every day. But beyond the physically fit, and the mentally efficient man is he who has inspiration. If at any time he feels in need of clearer vision he need but ask Him who said: Ask and ye shall receive. That help is not limited. It is free to all, high and low. And it is always present. Yet how few avail themselves of it except in extreme need.

Spiritually minded, mentally efficient, physically fit men and women are those who can hope to exercise judgment above par. And only when the mind controls the physical body do perfect health and happiness follow.

The wonder is that man, child of the Most High with everything at his command, allows himself to fail. To let spiritual blindness, mental incompetence, physical unfitness, fear and like destroying negative conditions keep us from the true greatness of which we are capable is a marvel of neglect beyond comprehension.

THrift NOTES
The normal is the natural. And when we align ourselves with this there is prosperity and plenty. So it is that getting back to normal in a last analysis is simplicity itself; WORK, PRODUCE AND SAVE. There are a thousand and one theories about high prices. Simply don’t pay them; do without high priced things or use a cheaper substitute. The normal is here now, staring us in the face: WORK—PRODUCE—SAVE.

Prince Albert, husband of Queen Victoria, taught the young Queen and her children how to save their pennies. He not only preached the doctrine of laying up something for a rainy day but predicted a rainy day for royalty all over Europe. He encouraged the Queen to wear calico rather than more expensive material and introduced a system of retrenchment in the royal household expenses, combined with a prudence in investment, which shortly transformed the royal fortunes.

MAY, 1921
Establishing Business Principles

By J. C. Penney

(This is No. 9 of a series of articles by Mr. Penney)

There are certain definite governing principles that must be active in every business, in order that its success may be assured. Some of these principles are Truth, Honor, Vision, Obedience, Industry, Judgment, Loyalty, Co-operation and Experience. With these even the man of little ability will do more than the more gifted man who scatters his effort and is not guided by fixed principles of conducting himself and his affairs.

Of these principles Truth and Honor are the key and corner stones; but with these alone, no business can grow to great magnitude.

Vision is necessary in order that a wide perspective may be secured. No business is larger than the man. It has been said that a man's business is but the lengthened shadow of himself.

Obedience is another well defined principle that is necessary to success. Its application may be obedience to a cause, to a principle, to a purpose, to one's own conscience.

Industry is a business principle without the practice of which man becomes a parasite. We admire the spider for its perseverance. It has furnished many men with a greater inspiration. It tries and tries again, never giving up until it has succeeded.

Judgment is the result of experience tried out and justified. Without good judgment one cannot hope to attain any great degree of success.

Loyalty holds an important place. Unless a man is loyal to God, his country, his family, his neighbors and himself, he makes a poor citizen and he can never hope for a significant success, not success that is counted in terms of dollars and cents, but success as applied in the larger, richer and fuller meanings of life.

Co-operation is an important factor in the scheme of things. It is the force which makes our planetary system work with marvelous precision and which controls the ebb and flow of the mighty ocean. In business, co-operation plays an important part. In the last few years a great co-operative wave has swept the entire country. Business men have concluded that the greatest results are to be had only when co-operative methods are used.

Experience is the sum total of all knowledge a man has gained. It is his greatest asset, for it is something that thieves cannot steal, nor fire destroy.

The Principles Applied

When our first little store was opened in 1902, in a small obscure village in Wyoming, the outlook was far from bright. Kemmerer was a coal mining town. The miners received their pay once a month. The coal company not only had stores that made our little store look like a pigmy, but it issued coupons to its customers. Hence, when pay day came, there was little money left to be spent elsewhere.

Many concerns had engaged in business in that vicinity and failed. Our goods were bought and sold for cash. The customers were largely foreigners. They could not become accustomed to our one price system. Many times I have had a customer walk out of the store because I would not throw off a few pennies or give him a present as he termed it, but I considered both of these business practices pernicious. This custom is common in some localities. In Louisiana, for example, a trifling present given to a customer by tradesmen is known as lagniappe.

How We Began

We proceeded to build our business on fair and square principles. Soon the foreign people began to trust us, to believe in what we told them; consequently the business grew and developed. The original store room, twenty-five by forty, soon proved too small; we were forced to seek larger quarters and increase our stock in order to care for our increasing business. We had founded our business on Truth and Honor.

Despite the fact that failure was predicted for our store on the start, the business continued to grow. In fact, the business in Kemmerer is showing each year an increase. The fact is, the goods, bought right, were half sold and then we sought quick sales with small profits. This proved a success in the little store.

So why not have an Organization? a chain of stores? whereby each unit would become a strong link?

The inspiration proved not visionary. We began to communicate our ideas to other men. They, too, saw the advantage of such a plan whereby concentrated effort would multiply several times the single effort of one individual store. Such men were selected as we felt sure were of good partnership material; men who neither gambled nor drank, nor smoked cigarettes; men who possessed a high degree

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THE LINKS INCREASE IN NUMBER

In time, new stores were started as fast as profits accrued. Men were trained and schooled in our methods. These men would eventually have an interest in stores which they would open and manage. Men of experience from all parts of the country were attracted to our proposition by reason of its success. Many of them left lucrative positions, which held for them no future, save salary alone, for a position with us in which they might have an opportunity to grow and develop and eventually become a part of our institution. These men were trained along our particular line of merchandising.

EARLY TRAINING AND ITS IMPORTANCE

The real development in a man depends in a marked degree on his early training. Unfortunately most men are started wrong. Few young men who enter business do so with the thought of learning every detail of it and becoming proficient. They often go into it for the reason that it furnishes employment or they take it up as a means to an end. As a result young men are attracted to that position which pays the largest salary.

But, if a young man would stop to think how very few people there are, no matter how large their salary, who have ever saved any money, fewer would be satisfied with a salary. But when a man approaches middle life without having accumulated much of this world’s goods, he begins to wonder what is the matter. He is liable to lose no time in getting on a track that will eventually lead him in a favorable direction.

A man coming with the J. C. Penney Company is subjected to a rigid discipline. He learns that time is money, that we expect him to safeguard his time as he would the spending of his money. Furthermore, we expect him to work as if the business depended upon him alone or as if the business were his own.

He is taught to be prompt. We insist upon the store being opened at a certain time; and at that time all the store force is expected to be there. The man who is habitually a half hour late starts the day wrong and has a tremendous handicap to overcome; he feels compelled to try to catch up with that lost half hour all day long. This soon becomes a habit that grows on him. He puts off until tomorrow the thing that should be done today. This type of man is usually not thorough in his work. He is no disciple of Benjamin Franklin’s homely expression:

*Have you something to do tomorrow? Then do it today.*

Our men are instructed how to keep stock. This means not merely keeping dust off boxes but having the stock in shape so that it can be easily found. Furthermore our men must learn how to keep down the odds and ends.

Most merchants who have been in business a number of years have an accumulation of old goods, odds and ends, broken sizes, remnants, that makes the stock practically unsalable. It is not worth anywhere near what it cost, consequently the merchant some day wakes up to the fact that he has been merchandising all his years and has made no money. This certainly is not good business.

AN IMPORTANT FACTOR

The new man with us is taught to do business with the smallest amount of stock. One of our men told me a short time ago, that had he learned the method of quick turnover twenty-five years ago, as he had learned it from us, he would to-day be a wealthy man. It is no uncommon thing for some of our stores to turn stock six to ten times a year. This prevents stock becoming old and unsalable.

In time the man is given an order book and instructed how to anticipate his wants. He is expected to make his purchase, covering his requirements and still stay within the bounds of reason; that is, he must make his purchase in accordance with the volume of business and the capital invested.

This practice sharpens his intellect, broadens his judgment and fits him for larger duties and responsibilities. A man is taught to be economical not only in store management but in his own affairs. We invariably notice how a man conducts his own personal affairs. If he is not a success there, it is safe to assume he cannot be trusted to handle the affairs of the Company.

The per cent of expense in our stores is less than what it is in the average store. One reason for this is the maximum of efficiency we develop in each sales person. From records kept in the New York office, we can tell in a very few minutes, the exact cost to us of any one person as a salesman. One main reason for our low selling expense is the fact that our stores do a strictly cash business with no deliveries.

A young man who will submit himself to severe training in merchandising, for the purpose of acquiring life-long habits, will find that it is superior in producing results.

There is nothing in life that so definitely guarantees successful results as severe self-training. It gives the man the whip-hand over himself. He fulfills the dictum of the Good Book for he begins to acquire dominion. And this dominion, let us remember, does not come through dreaming and wishing but through understanding. In conclusion we may say: that the basis of establishing business principles lies in understanding life, its needs and purpose.
The Practice of Thrift

By GEO. H. BUSHNELL
(Vice President and Comptroller of the J. C. Penney Company)

THRIFT, in operation, permits one to manage his affairs in an economical way and to save something regularly even though sacrifice may be necessary to accomplish it. Thrift has been very simply defined by Mr. Roosevelt as Common Sense applied to spending. Until one knows and practises this common sense way, he is not master of his money but is mastered by it, a condition only too common.

The sacrifices demanded by Thrift are wholesome. One acquires, through such sacrifices, the habit of denying one's self of many things that are really unnecessary. Furthermore, to dispense with unnecessary things is to simplify life and, therefore, to enrich it.

Saving and living within the income are essential to true manhood and reliable citizenship. One who does this is not only fortified to meet any emergency that may arise but is in a position to take advantage of many an opportunity for good, sound investment. Thus does Thrift place a man advantageously as to his future.

Every young man should decide to save a certain definite amount from his income. He should regard this as a bill to be paid and never neglect it. To save regularly and persistently, rather than irregularly and spasmodically, builds fortune securely.

Have an objective in your savings. Know what you will do with your money as it accumulates. But always ask advice as to definite investments of one who knows—your local banker for example. Building lots in Florida swamps have been sold, over and over again, to the credulous. It is said that shares in the Masonic Temple in Chicago have been disposed of for years. And, only recently, some one has been accused of selling shares in the Grand Central Terminal, in New York City.

Thrift is a guarantee of security to you and your family, if you practise it systematically and devote the funds, thus accumulated, to the purchase of safe investments.

Thrift and Insurance

By WM. W. RIVERS, New York Office

It is often hard to save. That is, it is hard actually to take the money out of our pocket and deposit it in a place where it will be safe for future use. Many a savings bank book fails to make the journey to the bank as often as it could. We do not like to take the trouble of the journey and the result is we squander the money we could otherwise invest in security for the future.

But life insurance overcomes this failure to save. Life insurance has been called compulsory and convenient saving. The policy holder knows that if he fails to pay his policy a penalty will be inflicted. Therefore, the habit is soon found of setting aside, as a bill to be paid, the amount that must go into insurance savings.

The man who takes out a life policy in a sound company has already provided himself and those dependent upon him with an estate. Not only that—but he has a potential estate the moment his first premium is paid. There is no longer any uncertainty about the future. In the easiest way possible, he assures to himself and his family some degree of protection.

The sternest fact that faces a worker is the incapacity of illness and of advanced age. An appalling number reach the latter sixties dependent upon others. What then can be the outlook of those who depend upon the dependent? A wife, for example, who may outlive the husband who has made no provision?

Theodore Roosevelt once said life insurance increases the stability of the world, raises its moral tone and puts a premium on those habits of thrift and saving which are so essential to the welfare of the people as a body.

Furthermore, life insurance assures one that the future is cared for, leaves the mind free for the best effort possible to a worker. Properly regarded, life insurance is more than Thrift, it is, once the first premium is paid, an estate in actuality, created in the best and easiest way and safeguarded by the finest of protective laws.

MAY, 1921
Thrift in the Home

By Mrs. R. B. Gilbert, Ardmore, Okla.

AND I must work through
months of toil.
And years of cultivation,
Upon my proper patch of soil,
To grow my own plantation,
I'll take the flowers as they fall,
I will not vex my bosom;
Enough, if at the end of all,
A little garden blossom."
—Tennyson.

THERE are many definitions of Thrift, and all of them, to my mind, more or less inadequate. It is one of those BIG little words, with so many meanings and shades of meaning and so many tendrils reaching out in myriad directions that it seems almost impossible to grasp its full significance. However, from the many definitions I have gleaned there is one that is quite satisfactory:

Economy manages, frugality saves, providence plans, Thrift at once earns, saves, and plans, with a view to wholesome and profitable expenditure at a fitting time.

Mother and Thrift are two words that are indissolubly linked together in my mind and heart and today I have been thinking back to childhood and to some of the things Thrift in the Home meant to mother.

I remember, that to her it meant buying a three-cent lawn and making us dresses just as sweet and dainty as they could be, for the sum of fifteen cents. They were as fine as those some of the neighbor's children had that cost the same number of dollars. It meant making us warm, comfy winter dresses out of old fashioned wool shawls. It meant boiling potatoes with the jackets on because in that way only could every bit of the good portion be saved. It meant insisting on nine o'clock bedtime that we might conserve our health and strength. It meant a very small library, but one of the best. The books that stand out in my memory to-day as those most precious are the ones in that tiny collection. There were the Bible, a Life of Christ, Ben Hur, Shakespeare, a set of Dickens, the Waverly novels, a large geography, a dictionary and an encyclopedia. Thrift meant teaching us to sew, to mend, to cook to be neat and orderly; it meant showing us that a wise use of our time meant growth and advancement.

Thrift meant to mother, doing all her own work, with four small kiddies to care for, although some of her less thrifty neighbors spent many dollars hiring their work done. It meant having a delicious garden, while the neighbors' yards oft ran to weeds. It meant feeding the scraps to a small flock of chickens while others fed theirs to the dog. It meant gathering large stores of wild berries for winter, from which food was prepared just as delicious as any made of expensive jam or preserves.

It meant keeping everything in perfect repair from clothes to door locks and from cellar to garret. It meant making over and doing without, picking up every chip that fell from the ax; saving every bit of paper and twine, every useful thing that came into the house.

Mother taught us that a stitch in time saves nine; that a dollar saved is a dollar earned; and that he who wastes shall come to want.

Mother's life was a living definition of Thrift and as such I pass this little glimpse of it on to you.

To us of the J. C. Penney Company, Thrift should mean a great deal more than to any one else. It is one of the strong planks in our platform, placed there by the Founder of our Institution. It was Thrift that caused him to use dry goods boxes for furniture, the garret of the store for a home, that caused him to work early and late. He managed, saved and planned—for what? For a wholesome and profitable expenditure at a fitting time and though he knew it not, he was managing, saving and planning for the prosperity and happiness of thousands who are to-day associated together in our great Organization.

Some of you are going to say you cannot manage, plan or save; that the size of your salary will not permit. Listen friend!

It isn't the size of your salary that counts, it's the size of your determination.

We can be, have or do anything in this world if our desire and determination are strong enough. I know a couple who saved on a salary of thirty-five dollars a month. I have in mind two friends. They live in the same town, have the same number in the family, they live under exactly the same conditions except that one man has a large salary, the other a moderate one. The man with the large salary is always in debt; his money is spent before it is earned. He neither manages, saves nor plans. He has nothing to show for the money spent. The man with the moderate salary saves something each month; his family are well dressed and well cared for. The home is neat, cheerful and comfortable. They manage, plan and save.

What a difference! What is the answer? Thrift! Thrift in capital letters—Thrift in the Home—Thrift that shall cause us each and every one to manage, plan and save with a view to profitable expenditure at a fitting time.

MAY, 1921
Thrift for the Individual

BY L. A. BAHNER

(Secretary of the J. C. Penney Company)

THRIFT is a subject, it seems to me, that should be of particular interest to every person connected with the J. C. Penney Company, for surely the Organization, as a Company, is well stocked with thrift.

It is a timely subject, much advocated since the beginning of the World War.

No doubt, we all recognize it as good for a country, a state, an organization or a business and for the masses. But what do we think of it as applied to the individual? Do we take it whole-heartedly?

Writers, and records generally, point out that too many of us do not give Thrift the attention it deserves.

And why?

Is it, perhaps, as applied to ourselves, that we think of it in the negative? Do we think of it as a theory and not a practice? As something hardly worth an effort? Do we think it demands that we sacrifice everything we want? Do we not often confuse it with stinginess or miserliness?

Why should we not look upon Thrift in the affirmative? We should learn to visualize it as an achievement, as a conservation of waste. Let us learn to consider it as the art of denying one’s self something today that is not much worth while, for something better to be had to-morrow. Let us think of it as saving money sensibly, as an ambition to better ourselves. We must realize that one is a financier only to the extent that one can manage personal income so as to show a surplus at the end of each period.

As we think of Thrift along these lines it seems less difficult to practise. If we will make the thought of Thrift a working part of our every day life, we shall realize its necessity for the individual.

Why? Life is the individual’s business. It is the biggest business in the world. We are in it from the cradle to the grave. We are in no other business for so long a time.

What should we say of a firm that went into business, whether it be large or small, to make just enough money to spend every cent that is earned?

Would we consider paying a salesperson a hundred dollars per month because he could sell just enough merchandise to make us a profit of a hundred dollars per month?

These are exactly the things we are doing as individuals when we live up to our income.

But even after we think of Thrift in the affirmative and realize the value and importance of individual Thrift, we lose ourselves in a maze of excuses: small income, heavy expenses, unexpected demands and the like. We think we need a lot of things! And therein lies most of our trouble.

Every organization has the same problem to contend with. It is hard to bring the income up to what it should be for expenses are heavy. If everyone in any organization got all he wanted, or all he thought he needed, there would be no income left for surplus. And yet, as individuals, we want nothing to do with an organization that cannot show surplus and pay dividends.

Would it not be well to hold the same attitude toward ourselves, and practise individual Thrift? Should we not, as individuals, do as the successful business organization does—build a surplus and pay dividends?

Thrift as an Asset

By J. C. PENNEY

Go to a bank with the idea of establishing a line of credit and see how amazingly the official of the bank inquires into your habits and mode of living. Let the banker feel that you are not careful in the expenditure of your money, and see how quickly he decides that he does not want your business.

Benjamin Franklin had about the sanest philosophy of earning and spending of anyone I know. His advice, in substance, was to spend a little less than you earn.

It has been said that the first thousand dollars is the hardest to accumulate, and I can testify to the correctness of that statement. In fact, I thought I never would get my first thousand. But if one makes it a rule to save just a little out of every dollar earned, it will soon become a habit; and that is all Thrift is—a habit.

The thing that is wrong with a good many American people is that they are careless, they despise the little things. Don’t you know that it is the little leaks that sink the ship, for they oftentimes are unnoticed.

There is a difference between being stingy and

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Economic Review
A Statement of General Financial Conditions

By Prof. D. Walter Morton, Educational Dept.

GENERAL CONDITIONS: The readjustment period is still evident in the continuation of falling prices. Conditions are uncertain and manufacturers and merchants expect falling prices for months. There are some signs of a brighter outlook but experts are agreed that the readjustment period will continue for some time. A recent survey of the whole country indicates good crops everywhere but in some sections reduced acreage. A reduction of wages is noted in every section and in all industries. Buying is still confined, for the most part, to amounts for immediate needs. Building operations show some slight increase. The lumbermen are agreed upon an attempt by their organization to force the price of all building materials down, in an effort to stimulate building construction which will likely be mostly construction of homes. The housing shortage is acute in many sections. The tariff and prospective change in taxation laws are topics for discussion among business men. The uncertainty in some lines will not cease until the actual passage of tariff and taxation laws.

The railroad situation is serious. At this writing representatives of 500,000 shop employees of the railroads have sent a message to President Harding, outlining plans for the settlement of their wage differences. The Federal Labor Board has designated April 18 for a hearing of all wage reduction petitions, offered from twenty-six railroads. Transportation experts point to the record of a larger tonnage movement of freight for the month of March, as indicating encouragement but not an immediate trade revival. The Federal Reserve Board calls attention to the March business record as indicating a continuance of the business uncertainty.

LABOR: A number of resumptions are reported but unemployment continues acute in some sections. A recent report of the Association of United Charities, of Chicago, shows 100,000 able bodied men are walking the streets in that city looking for work. Twenty-six strikes were reported in progress in Massachusetts on March 21st. Many difficulties are being experienced among printers, who refuse to accept wage or time reductions. The printers are not all agreed, for 170 delegates, representing 5,034 job printing shops, from all sections of the United States, recently passed resolutions declaring that they would refuse to accede to any demand, from any labor union, for a reduction from the 48 hour schedule.

An outstanding feature of the present labor situation is the agreement to arbitrate the difference between the great packing industries of Chicago and their employees. This agreement averted a strike. A number of wage difficulties are being submitted to arbitration, which is one of the most hopeful signs.

COST OF LIVING: Dun's Review for April 1 indicates an average decline during March of 4.1 per cent as compared with a 2.1 per cent decline for February. The chief declines are among breadstuffs, meat and dairy products, clothing and metals. The Federal Reserve Bank, of Minneapolis, has conducted a survey of its district and finds that the decline in prices, at retail, of food, clothing, rents, fuel, gas and light shows a total of 9.4 per cent since November 1. The consumer should realize that any drop in wholesale prices is not immediately reflected in a reduction of retail prices.

BUSINESS FAILURES: Business failures during the first three months of 1921 show a decided increase over the same period of 1920, numbering 4870 as compared with 1627. During the last quarter of 1920, 3489 failures were reported. The number reported from the East slightly exceeds those of other sections.

SAVINGS: One cause which preceded the financial break in 1920 was the large number of automobile notes held by banks and brokers. This very large volume of automobile notes indicated a tendency to extravagance on the part of the people of this country. When the Federal Reserve Board refused to rediscount any more automobile paper, early in 1920, the first signs of financial embarrassment were evident. Reports show 9,211,295 automobiles registered, an increase of 1,645,849 or 22 per cent over the preceding year. Many persons mortgaged homes to buy cars, while others readily gave their notes. If cash payments were required, undoubtedly the number of new purchasers of automobiles would be greatly decreased.

The policy of our Company to sell for cash only, prevents overbuying on the part of many of our customers, who might be tempted to purchase luxuries which they could ill afford, if they could delay payment.

The report of the Comptroller of the Currency shows that there were 20,520,177 deposit accounts in the national banks for the year 1920. This was an increase of 2,279,877 over the preceding year. Now approximately one out of every five persons in the United States has a bank account. The need of still greater thrift is evident from a statement of

(Continued on page 27)
THrift

The two indispensable factors required in the accumulation of wealth are Industry and Thrift.

No man ever became rich honestly without industry — real work.

No man has ever been able to accumulate a fortune simply as the result of his own industry — work.

A portion of what one earns must be saved and wisely invested to produce wealth. The co-operation of others in the investment of earnings is a necessity.

Millions have honestly toiled but failed to save the little they might have saved.

Other millions have saved a little but have neglected to invest their savings securely, or have not invested them at all.

Most men are obliged to work.

Every worker should practice Thrift religiously.

And every dollar set aside should be made to earn another dollar.

Washington said: “I am not more disposed to squander than to stint.

“I cannot enjoin too strongly upon you a due observance of economy and frugality.

“Promote frugality and industry by example.

“Nothing but harmony, honesty, industry and frugality are necessary to make us a great and a happy nation.”

The old fashioned ideals that were true when Washington lived and long, long years before, are just as true and necessary today as when his own superb personality dominated the thoughtful activities of our Country.

Let everybody work, save, invest.

These factors have brought our Organization to its present standing, and their continued application will carry us to first place among Chain Store systems.

Wasted Energies and Power

Thrift is one of the many habits the average American has not acquired. On every hand are the sad evidences of prodigal expenditure of Time, Money, Material and personal Powers.

There are those who spend their Time loafing around the Parks, others at profitless so-called recreation places, in unprofitable amusement, in silly conversation and in the expenditure of effort without any hope of value in return.

There are those who spend their Money for that which is neither food nor raiment; they coddle and pamper and cosmetic themselves until divorced almost entirely from these normal channels of Life, through which flow the healthful streams of invigorating energy and ambition for real service.

That multitudes are investing their personal Powers in places and programs from which no helpful returns can ever be reasonably expected is the observation of some and the sad experience of others. When will folks consider with serious care the investment of their personal Powers? When will they seek to conserve and utilize, with becoming wisdom, their God-given bestowments as becometh those that bear the Image of the Father of all?

There are those that exercise no supervising care and regard for the things they possess; they act as though they have the right to distribute, or even to destroy their own or the possessions of another. One cannot look upon the wanton and wilful waste almost on every hand in America without a feeling of deep and almost desperate regret. The idea of Thrift seems unknown.

The devastating forces of war inspire an era of waste. Men get into the habit of seeking certain goals no matter what the cost in men, money and material. The whole atmosphere pulsates with a demand for Victory at whatever the cost. And under the marching feet of men, before them and behind them, there is thrown down every possible agency that will contribute in reaching the desired results.

Thrift Evidences Moral Well-Being

But there is never any reasonable excuse for waste. There is every reason why Thrift should be encouraged and practised. Care and wisdom
in the management of resources are fundamentals in all permanent progress and because they are such, they are evidences of moral well-being. Thrift, then, which is nothing other than care and wisdom in the management of one's resources, inspires moral quality and because of that the Man of Galilee said to the multitude: Gather up the fragments that remain that nothing be lost. Thrift should be practised by a far greater number of people than are now giving its virtues a fair trial.

NATIONAL THRIFT NEEDED

Our Country, instead of permitting our old warships to rust out at their moorings, should scrap them, if nothing else, and sell them for junk. It was suggested by the New York Tribune last January "that the hull and machinery of incomplete battleships and battle cruisers may be fully utilized and all waste prevented if these ships are ultimately transformed into modern airplanes and torpedo plane carriers to bring our fleet to a proper standard of efficiency in aviation."

The waste of our Government, if properly conserved, would doubtless support some of the governments of the World. The waste of some business institutions would prove a great profit if salvaged. The waste in many of our American homes has been estimated sufficient to feed two or three European families. The waste of some individuals is more than many men require in order to keep them in well-being.

PERSONAL RESPONSIBILITY

Those facts should cause the J. C. Penney Company, its every Store, Family and Individual to take an account of the manner of life and living. No man has any moral right to spend all his income simply because he has earned it. The only unquestioned right he has is to receive and wisely invest and distribute that which comes into his possession.

The curse of money in many lives is this: Men take it, hoard it, gloat over it, love it and withhold it from those channels of service into which they ought to pour it with gladness of heart. Such lives are soon atrophied and separated from those sweet and wholesome relationships that alone are the ever-refreshing Oases along the pilgrim's pathway.

Thirty years of intimate fellowship with men in all walks and among all classes of folks have taught me this: Those that are intelligently thrifty are the centers of benevolence; they never try to shirk a financial obligation for a worthy cause by saying, Well, I can't give away any money until I have paid my debts or, I never let my right hand know what my left hand does; or, I have family obligations that must be cared for first.

I have never argued with, nor particularly blamed, such folks. Argument would have been a waste of breath. Blame would have soured my own soul and not helped theirs. I have just looked upon them with deep and yearning pity. Their parching souls had failed to slake their thirst at the refreshing pool of Generosity which thrift would have dug in the hard rock of their indifference and avarice.

THRIFT A COMPANY HABIT

Thrift has been one of the abiding stones in the foundation of our Organization and in proportion as it is continued and our Associates shall relate themselves helpfully to the needs of the communities in which they live, our Chain will lengthen and increase in strength. To fail in our Thrift habit will prove perilous, to us singly as individuals, and to us collectively as an Organization.

OUR BUSINESS TRAINING COURSE

Too much emphasis cannot be placed upon the importance of the Business Training Course being carefully and seriously studied by those into whose hands it has already been placed. The fact that it has been provided without expense to those studying it, that it will increase the capacity and efficiency of those who seriously study it, that it will increase their worth in the market of selling their service and that all the men are possible Partners in this great Business—those facts alone ought to inspire every student to dig deep into these Lessons.

As we go to Press, for this Issue, a total of 2,264 Students have enrolled to take the Business Training Course. Our Salt Lake City Store sends in the largest Class—26 in the Class. Brother Payne will have a real school and he will have to fit himself to become a real Teacher. There are 24 Stores yet to hear from relative to taking the Course. The Educational Department in anxious to hear from all but none are obliged to take it, though we believe all should.
STORE MEETING PROGRAME

TOO much emphasis cannot be placed upon the importance of the Store Meeting Programme. But emphasis alone is not enough. There must be preparation, providing it is the intention of the Store Manager to have a Meeting of profitable results.

Not long ago, the Editor talked with a few Managers and turning to one of them he asked, How long does your Store Meeting continue? The answer was: O, sometimes two hours, three hours or even four hours. Just according to how much we have to talk about.

That is all wrong, and if the Meetings were planned and the plan carried out there would be less time consumed and more results accomplished. The Store Meeting should not be permitted to drift into a circle of gossip, and one of the best ways to prevent it is to have a well-outlined and prepared programme for each Meeting.

This programme should be prepared in advance by some person especially delegated to that task. The principal topic of a store’s meetings for a year, let us say, may center around one of many topics. For example: Our Business Training Course will be found replete with educational matter that may be developed at the store meeting. Or, practical topics may be taken from The Dynamo, particularly from the Educational Department, in which articles presented by our Buyers, offer authentic material for programmes. Then again—the daily experiences in the store should furnish at least a portion of the subject matter taken up at the store meetings, for nothing is more valuable than just what happens in the conduct of business. If a man reads that aright and interprets it carefully he educates himself broadly.

Be systematic about your store meeting programme. It means greater business for all.

GRAND FORKS, N. D.

ONE of the most pleasant and interesting meetings of The Dynamo Club was held Thursday evening, February 3rd, Chairman H. E. Nelson presiding.

GRACE Johnson gave a well prepared talk on the manufacture of corsets and spoke on the wonderful increase in the sales of that department.

Ben McInveen spoke on hosiery, giving an interesting talk on the different kinds and how they are made.

The subject of merchandise on hand and coming in was presented by Manager C. A. Priess. Co-operation and team work in the store for the furtherance of more efficient work was taken care of by A. Comman.

Three new members were admitted to the Club: Misses Birdie Norley and Bertha Fladland who have taken charge of the office and J. E. Adams of the clothing department, replacing Mr. Fabel.

FARGO, N. DAK.

MARCH 16, 1921. Meeting called to order at 7:30 with all present. Mr. Wyett read an article entitled: The Art and Value of Memory. Mr. Scott read an interesting article: Catching the Idea and Using It. He gave a list of things around the store concerning which each of us might have a different idea. Mr. Keith read a paper on: Selling the Customer who has to be Shown. This subject brought out quite a bit of discussion. Mr. Thompson read the booklet containing Dr. Short's address on Fidelity. Mr. Rudberg read the monthly financial letter of the Franklin Institute. This has always been of assistance to us, in keeping track of the way the world’s business affairs are going. The meeting adjourned after Mr. Wyett was appointed chairman of the next meeting.

D. W. KEITH, SERY.

JACKSONVILLE, ILL.

REGULAR meeting of the J. C. P. Mutual Service Club Thursday evening, Feb. 17th. Minutes of the previous meeting were read and approved.

Mr. Dorr called upon Mr. Pyatt to talk about the article in The Dynamo, which most appealed to him as being beneficial to the store. Mr. Pyatt responded by saying that Mr. Firmage's article on: Helpful Hints to Us All appealed to him as being of most help to the stores in general.

In accordance with the plans of the contest which was started at the previous meeting, Mr. Loyth represented team No. 1 in the ten minute talk on the subject: What Must a Clothing Salesman Know?

The three important points which Mr. Loyth brought out in this talk were, 1st, A salesman must acquire an accurate knowledge about clothing; 2nd, He must be able to impart knowledge to others logically and quickly, and 3rd, He must have courage to press his offer upon the attention of those who are indifferent.

Miss Ray represented Team No. 2 in the ten minute talk on the subject: My Customer. Miss Ray convinced us that by courtesy, kindness, cheerfulness and willingness we can make each customer a satisfied customer and a regular patron of our store.

Mr. Sehnert and Mr. Pyatt each read a list of helpful hints, which will prove practical to us in our store.

The meeting closed with all members feeling confident that the interest evinced at this meeting showed that the contest will prove a great benefit in promoting pep at the store meetings.

ELIZABETH SLOAN, SERY.

ALAMOSA, COLO.

THE Regular Employees of the J. C. Penney Company Store No. 43 of Alamosa, Colorado, met on Feb. 21st for the purpose of organizing a Booster Club. By this means we hope to be able to make our work more interesting, to increase the sale of Merchandise and thereby strictly fulfill the J. C. Penney Company Motto: We serve you better and save you more. The meeting was called to order by Mr. Hood (Manager). First in order was selecting a name for the Club. After many good suggestions the P. P. P. or Penney Push and Pep Club was agreed upon. The following officers were elected, Mr. J. M. Hood, President, Charlene Burke, Secretary. Moved that we adopt a Parliamentary Form of Business Meeting Method and that we hold our regular meetings on the 1st and 3rd Monday evening of each month.

After a very enjoyable evening by all the meeting adjourned to meet on Monday evening March 7th.

CHARLENE BURKE, SERY.

OIL CITY AND FRANKLIN, PA.

THE members of the J. C. Penney Company Efficiency Club of the Oil City and Franklin, Pennsylvania stores met on February 28th, at Oil City for the regular semi-monthly business meeting.

We enjoyed having with us Mr. and Mrs. Crawford of the Warren, Pennsylvania Store, who came purposely to attend our meeting. Mr. Crawford gave us a very interesting talk on Outfit and
Each associate is assigned a topic on which to write about one hundred and fifty words. This proves most helpful to us. We claim to be one of the strongest links of our great chain and we are growing stronger.

M. D. CARTER, SECY.

FORT MADISON, IOWA

THE regular monthly meeting of the Penney-Asco Club was held February 24th, with President J. H. Brailsford in the chair. The Secretary, Miss Wayland, received commendation for the able manner in which she prepares the minutes of the meetings.

This meeting being designated as a DYNAMO meeting, Manager R. L. Menasco gave an interesting talk on the object and advantages of the J. C. Penney Company's Educational Campaign. Mr. J. G. Heitzman read from Mr. Sam's and Mr. Penney's articles relative to the Educational Course. Everyone present was enthusiastic about the Course and promised hearty co-operation.

Mr. Bussard read: Will you be a Babe Ruth, or a Ty Cobb? Mrs. Treusch gave a graphic description of her visit in Burlington, and Miss Boll, our cashier, told the story of WHAT THE SALES SLIPS SAY. It was decided that the clerk that makes the most mistakes on the sales slips each month be fined a box of chocolates, to be consumed at the Store Club meeting.

On invitation from Mr. Casey, plans were made to attend in a body one of the future store meetings of the Burlington Store.

J. G. HEITZMAN

PRESTON, IDAHO

OUR March meeting was called to order by Chairman Jack Chatterton.

The subjects of the meeting were taken from the book on THE Salesman and Business Efficiency. An article was read from THE DYNAMO on Importance of THE DYNAMO in the Store Meetings. From the article a good many helpful points were derived on how to prepare an article for recitation at the store meeting.

Mr. Fetters brought out a number of helpful points in his talk on Human Nature.

Mr. Larson read an interesting paper on Efficiency. It was decided by all present that the article should be sent to the Editor of THE DYNAMO.

Mr. Allbee emphasized the fact that habit is the basis of character, in his article on Leadership through Character Building.

Mr. Mitchell gave us an interesting talk on Personality and how to develop it. He told us that in order to develop a good personality one must train the positive qualities instead of letting the negative ones forge ahead.

After a short discussion the meeting was called to a close by the Chairman and Mr. Fetters was chosen as Chairman of the next meeting.

JACK CHATTERTON, SECY.

MATTOON, ILL.

THE Mattoon Efficiency Club held its regular meeting on Tuesday evening, March 1st. The meeting was called to order by Mrs. Akers, Acting Chairman. She gave us some interesting suggestions on putting our stock back correctly, so that the next salesman will have no trouble in finding what he wants.

Mr. Ganley spoke on keeping our shoe stock straight. He advised that we always take care never to get stock mixed in the boxes.

Mrs. Alexander gave a short talk on: Selling Ready-to-Wear. This is the spring of the year and Ready-to-Wear is in greater demand than any other line of merchandise.

Mr. Cazeneave talked to us about selling merchandise. Any clerk, he said, can sell a customer what he comes in to buy, but it takes a salesman to sell him something else.

Mrs. Cazeneave read an article entitled The Dependable Man.

PARKER COURTNEY, SECY.
THE above photograph tells its own story. These inventories stand seven feet and three inches high. 'We are indeed pleased that they have been checked and we can file them away.

We take pleasure in giving below a list of all the stores making from none to fifteen errors inclusive:

NO ERRORS
Mt. Pleasant
Richfield
Gumison
McGill
Athena
Great Falls
Colville
Loveland
Devil’s Lake
Pomeroy
Prescott
Hibbing
Redfield
Chippewa Falls
Virginia
Carrington
Miami, Okla.
Pt. Angeles
Houghton
Salmon
Owatonna
Whitefish
Dinuba
Kansas City
Algona

ONE ERROR
Provo
Pendleton
Gallup
Albuquerque
Watertown
Ritzville
Eugene
Port Huron
St. Paul
Kankakee
Fond du Lac
Hannibal
Shelbyville
Raymond
Fremont

TWO ERRORS
Mackay
Trinidad
Wahpeton
Anaconda
Little Falls
Hood River
Atchison
Marysville
Owosso
Boulder
Oshkosh

THREE ERRORS
Bingham Canyon
Baker
Colfax
Bisbee
Oelwein
Salt Lake City
Salina
Crookston
Alma
Mansfield
Hailey
Portland
Anacortes
Ellensburg
Maryville, Mo.
McMinnville
Thief River Falls
Independence

FOUR ERRORS
Chehalis
Winslow
Grand Forks
Everett
Pullman
San Bernardino
Lakeview
Ironwood
Kirkville
Centralia, Ill.
Rupert

FIVE ERRORS
Dayton
Grand Island
Santa Rosa
Coeur d’Alene
Moline
North Platte
Wichita Falls
Postoria
Moberly
Fort Worth
Anaheim
East St. Louis
Murphysboro

SIX ERRORS
Montrose
Fargo
Abilene
East Las Vegas
Marshalltown
Sand Point
Olympia
Clinton
Greenville
Jacksonville
Mandan
Beaver Falls

SEVEN ERRORS
Richmond
Sterling
Laramie
Wausau
Miami, Ariz.
Dickinson
Red Wing
Escanaba
Ishpeming
Temple
Jerome, Ariz.
Peoria
Dennis
Galesburg

EIGHT ERRORS
American Fork
St. Anthony
Shoshone
Kalspell
Minot
Ord
Salem
Oregon City
Huron
Ardmore
Bradford
Champaign
Anderson
Greensburg
Rapid City
Austin

NINE ERRORS
Preston
Eureka
Centralia, Wash.
Sedro Woolley
Shelley
Fergus Falls
Flagstaff
Gary
St. Joseph
Cedar Rapids
Cadillac
Sheboygan
Oakland
Forest Grove

TEN ERRORS
La Grande
St. Cloud
Mankato
Jerome, Ida.
Rice Lake
Tekoa
Fresno
Columbus, Neb.

ELEVEN ERRORS
Murray
Augilar
Sherman
Scranton
Elgin

TWELVE ERRORS
Moscow
Grand Junction
Raton
Montesano
Muskegee
Colorado Springs
Lebanon
Allentown
Nogales
Parsons
Mattoon
Rockford
Lapeer

THIRTEEN ERRORS
Bountiful
Durango
Magna
Nephi
Oil City
Enid
Hamilton
Phoenix
Sedalia
Michigan City

FOURTEEN ERRORS
Modesto
Leavenworth, Kans.

FIFTEEN ERRORS
Price
Milton
Connorsville
San Angelo

In 1919, there were seventeen (17) stores with perfect inventories and one hundred twenty-four (124) with one to ten errors.

In 1920, there were twenty-six (26) stores with perfect inventories and one hundred sixty-nine (169) with one to fifteen errors.

This is a good showing considering that there were 115 new stores added in 1920, but we must increase the list this year. Let’s have all our stores listed in THE DYNAMO, after final results of inventories has been obtained for 1921.

THRIFT NOTES
Success is spelled with a Capital S. and so is Saving. Saving is the foundation of Success.

Every dollar deposited today in a savings account, will be worth $2.00 in buying power when prices drop.

Has it occurred to you that the dollars you save today will go twice as far in purchasing all necessities, when normal conditions return?

If Benjamin Franklin, the great American apostle of Thrift, were living today he would say: Work and Save. Save and Succeed. Thrift is Power.
Selling Helps

HOSIERY

THE manufacture of knitted hosiery may be classified thus: (1) Seamless (2) Full Fashioned.

Hose knitted tubelike is known as seamless which, of course, means made without seams.

The mock seam method is merely a plain seam sewed up the back of the stocking from the heel to the top. This is so placed as to give the appearance of the full fashioned hose.

The seamless hosiery knitting machine has a circle of needles which knit a tube-like piece. The number of needles used in the entire circle governs the gauge of the hose. Thus, when we describe the gauge of the seamless hose, we call it 176 needle, 220 needle, etc.

Ladies' hose are made with 176 needles, for the coarse numbers; up to 260 for the finer lises and silks. The 220 needle goods are the most used and predominate in the 25 and 35 cent quality of lisle and mercerized.

Men's socks are knit with 84 to 260 needles. The 84 to 108 needle goods are such as your ROCKFORD or rough cotton socks. The 160 to 176 are the low end carded cotton socks and the 200 and 260 needles are used in knitting the better goods such as lises, mercerized and silks.

Children's stockings are knit with 176 to 344 needles.

The 176 needles are used in knitting the coarse carded yarn, also the heavy carded yarn for boys' hose. The Misses' fine lises, mercerized and silks are knitted with the maximum number of needles. This, you will note, gives the Misses' hose a very fine rib and extreme elasticity.

To start the process of knitting a ladies' stocking, generally four cones of yarn are placed on spindles atop the knitting machine. The four threads are used at the start because the knee of ladies' hose is usually made stronger than the calf or the lower section.

When ten or twelve inches of the stocking is knit two cones of the yarn are taken away and two threads continue the knitting until the heel is reached. At this point more yarn is again added for reinforcing.

Ladies' hose are knit the entire length of the stocking with the toe left open. The top is then hemmed and the toe looped on a looping machine. If you will examine a stocking carefully and observe the toe you will note the looping is not a seam but a flat, woven connection.

The hem at the top is also finished with the same looping feature.

Men's socks are made in like manner, with the exception of the ribbing at the top. The ribbed top is made on a ribbing machine and then attached by the looping device.

Children's hose are knit somewhat differently. The leg is made on a ribbing machine, the foot on a knitting machine and then both are attached by a looping machine.

Reinforcing in hosiery is accomplished by simply adding more yarn to the machine where the hose is to be heavier, as in the double knee, heel, toe and sole of foot. Sometimes linen or any wear-resisting yarn is added at the heel and toe.

After the hose is taken from the machine it is in the "gray," so called because most all cotton hosiery yarn is of that color. It then goes to be boiled and washed or scoured to remove all particles of dirt that may have been gathered while going through the knitting process.

After washing it is dipped or dyed, remaining in the dye vats for two or three days. This allows the hose to absorb all possible dye and insures the fastness of color. From the dye vat it is taken to be dried in a warm, oven-like room.

After the hose is thoroughly dried the first process is the boarding or shaping. The hose is tightly drawn over a hollow metal form which is heated by steam. The hose is steamed and heated, and allowed to dry. When it is removed from the form it is perfectly shaped. It is then pressed, the sizes stamped and boxed ready for shipping.

In making full fashioned hosiery the knitting machine is entirely different from the seamless machine. Instead of a circle of needles the full fashioned machine has a flat or perpendicular needle bed and the machine operates back and forth. This back and forth operation knits a flat piece of hosiery cloth, as one may call it.

When the stocking is knit from the top to the toe the edges are placed together and sewn from the hem to the tip of the toe. This style of knitting the hose gives it the natural shape which remains throughout the life of the stocking.

Skilled operation is required to run a full fashioned machine as the sizes and feet, especially, require the most careful work. It is necessary to finish the edges of the stocking before sewing together, with a self edge. This means that the selvage is the same as the edge of the piece goods, because, if the stocking were simply cut it would ravel away from the seam.

After being sewn, the full fashioned hose goes through practically the same process as the seamless. It is also boarded and pressed as the seamless hose is.

To be able to distinguish between full fashioned and seamless hosiery, note the foot. That part of the stocking shows the actual fashioning of the knitting; furthermore, the seam is at the point of the toe and at the bottom of the heel. Seamless hose has the lightning instead of the seam.

New York Office ELMER W. MILLER

* * *

The poorest argument in the world is that of the man who says he is too poor to save. Poor people can't afford not to save. The Government is making it possible for every one to get ahead with 25 cent Thrift Stamps, and 55 Savings Stamps for $4 and a small fraction.

Books Worth While

Managers and Associates:

The Educational Department has made an arrangement with the Funk & Wagnalls Company so that two sets of books: Mental Efficiency Series, and Applied Psychology can be secured at a WHOLESALE RATE.

The Mental Efficiency Series contains ten beautifully bound volumes that are packed full of useful information. The Applied Psychology set has twelve nicely bound volumes containing a very lucid treatment of mental laws, conditions, efficiency and the way by which the personality is prepared to express its largest possibilities.

The Educational Department commends these books to those having the time to study them. BUT THEY MUST BE STUDIED in order to prove profitable. In case any of our Associates are interested, please write Funk & Wagnalls Company, 354 Fourth Avenue, New York, and Mr. Joseph W. Broadbent will attend to all your inquiries.

FRANCIS BURGETTE SHORT

MAY, 1921
Getting the Spirit of the Organization

By Charles N. Osborn, Wenatchee, Wash.

Two and one half years ago I answered an advertisement which read:
Young man wanted by the J. C. Penney Company. Fifteen dollars per week.
I had just graduated from high school and that amount of money looked good to me. I had had no previous experience but I was willing to try anything once.

So with a bold front and a quaking heart I applied for the job. Applying for a position was a new experience to me and upon confronting the manager I felt my face grow red and the words of my carefully prepared speech stick in my throat. However, the gentleman who interviewed me, Mr. De Moss, was very considerate and soon put me at ease with a kindly Good Morning. I liked him at once, and was able to answer his few questions concerning my education and previous experience clearly and without embarrassment. As there had been several others ahead of me I was to come back the next day for his decision.

I GET A JOB

Back I went the following morning and found the job was mine. My duties were to empty the waste baskets and burn the contents each morning; wash the windows; unpack goods in the basement and see to it that said basement was kept free of trash.

Soon I was given a sales book and under the supervision of Mr. Bryan, who later became manager, I was put to work in the men’s furnishings department. Filling up stock, keeping the shelves neat and dusted, polishing the one show case the department boasted and, most interesting of all, selling the goods, was great stuff and I fairly ate it up. I still had charge of the waste baskets and the window washing but I didn’t mind that as it gave me a variety of things to do and made me feel a necessary part of the store mechanism.

I ADVANCE

Then one day I received a shock. The kind of shock we all like to experience. My salary was raised to eighty dollars a month which meant that I was a J. C. Penney Company man with a chance of being a manager some day. I walked on air that day and for many days afterward.

Time went on and I was put in the shoe department. The first few days were grand and glorious night-mares to me. But after I had become familiar with the stock it was easier and it became a common occurrence to send a hundred and some odd sales slips up the wire to the cashier on busy Saturdays. I liked the work too, and the more customers I had to wait on at once the better it suited me. We sure had some hectic days and wild Saturday nights in that little two by four shoe department over in the old store, loaded to the guards with frenzied, anxious shoe seekers, and hardly enough room to turn around in. It was far from being heaven but we sold the shoes which was the important thing.

Mr. Bryan was now manager. One day he called me up to the office and handed me some good news. I was to take the shoe department and my salary was to be one hundred and twenty-five dollars a month. It took my breath away. It seemed too good to be true. It was just what I had been wishing for. From then on the future took on a roseate hue. I felt I could go out and conquer the world. We all have experienced the feeling some time in our lives. Needless to say I worked all the harder to earn every cent of that raise.

CHANGED CONDITIONS

Then Mr. Bryan was transferred to the Leavenworth store and Mr. Fisk took charge. I hated to see Mr. Bryan go, for he and I were pals. On Sundays he would lend me his shot gun and off we would go together in his car in search of the elusive pheasant. Very seldom did we get a pheasant but we did get a lot of sunshine and fresh air soaked into us which was what we really went after. It was not all business with Mr. Bryan. Though a very busy man he still had time for the things that make life a little more worth the living. If I turned up missing at the store some balmy night in the Spring when the moon was full and the air was filled with the fragrance of fresh growing things, he knew and understood that it was just the restlessness of youth, the desire to get out and roam under the stars and not laziness nor a desire to shirk that kept me from coming back to the store that night. He was a young man once himself and he remembered.

I DID NOT PRACTICE THRIFT

Turning back to my own experiences I must confess that during all this time I was saving practically nothing of my salary. In common with many young men I thought there would be plenty of time for that sort of thing later on. I wanted a lot of things and proceeded forthwith to acquire them. I never do things in half measures. The things I wanted cost money, in fact, all the money I was then making. That didn’t stop me however, and soon I was spending my month’s salary before I had earned it. It was a great experience while it lasted and I regret it not in the least. It gave me some idea of how little downright enjoyment one hundred and twenty-five dollars a month can give a man if he spends it, and how much it can amount to, in just a short time, if he will save it. I am very glad indeed that I throttled this spirit of extravagance that was threatening to bring to destruction my hopes of success.

BACK TO THE WASTE BASKETS

Now we are in our new store but I find myself after two and a half years of hard work back at the old task of emptying the waste baskets and washing the windows. An older man with more experience behind him has taken charge of the shoe department—my department, that I had planned to make a larger, more prosperous, part of the store than it ever had been in the past. To me it was more than just a department. It was a step nearer success; something that would carry me a little closer to the goal of managership. I resented stepping aside for this new man. Had I not been assured time and again that my work was entirely satisfactory? Had I not earned the right to it? I was discouraged. How could I expect to win out against men with longer, more varied experiences to help them? I had about decided to try something else where a fellow’s ability and not his years are wanted.

But finally better judgment (in which THE DYNAMO played no little part) prevailed. I stayed. And I am very glad that I did. For now I realize that more than ever before do we need old hands at the game to head our departments. For they alone can steer the old ship through the storms that lie ahead to the fair weather that awaits beyond.

MAY, 1921

IMPORTANT NOTICE

The publishers have increased the price of Nystrom’s Textiles. In ordering this book in the future through the Educational Department, remit $1.80, to cover the cost and postage.

* * *

When ordering books or DY- NAMO Binders always forward New York Draft, otherwise orders will be held until proper New York Draft is received.
THrift and Saving

Thrift does not compel us to be miserly nor to stint ourselves unduly. Its meaning implies the care and wisdom one should apply to the management of his affairs. The word is not limited in its application to money matters alone, but to time, health, business and all the factors of life.

A man’s time, money, health and interest in life are his to do with as he pleases, so long as it harms no other being. A man is morally obliged to safeguard his time, health and money. He must guard the interest of his employer in order to further his own individual interest in the business.

When to-morrow a man receives his remuneration for his toil of to-day, he has become steward of it. Whether great or small in amount he should so apportion this reward as to live within it. It is almost a national vice of the American people to be extravagant, to spend income even before it is earned. When money comes easily, many of us soon begin to commit the blunder of anticipating it, so to speak. As the mind should control the body, so should a man control his resources.

To secure the most from our money we must be systematic in apportioning our income and out of it set aside a certain percentage for savings. The habit should be cultivated of regular weekly saving even if the sum be as small as a dollar or fifty cents or even a dime. Once a man forms the habit of saving regularly a part of his earnings he will soon begin to spend the rest of his money intelligently and wisely, for then he will begin to appreciate the true value of the fruits of his labor.

To save regularly requires more will power than many persons possess. It takes at first a lot of grit and determination to save, for it is easier to spend money on something that attracts the senses. But as we cannot possess everything we admire, so we must determine to be contented with what our income will permit us to possess. This is the first step toward Thrift.

Have you ever stopped to figure what a dollar a week or fifty dollars a year at six per cent, compounded semi-annually, for forty years amounts to? The increase is quite amazing to look at and is almost unbelievable. The sum of $8,275.05 is the reward of wisely setting aside fifty dollars annually for forty years at six per cent. The interest and principal of the first year’s deposit alone would be $824.29 in forty years at the same rate (6%).

If the matter of Thrift is practised early in life, it strengthens and protects a man in his later years. For the man who has saved regularly there are more opportunities, for he has developed a habit which affects all other motives in his business.

Therefore, develop the habit of systematic saving and its benefits will govern all your other finances. If one sacrifices to sow a portion of his earnings regularly, he will later reap a good reward.

New York Office Henry C. Ehrman

The Show Window

One of the chief factors in selling more shoes lies in one’s efforts to keep the Show Windows on duty.

The extent to which one can profitably increase the sales through the show window is limited only by one’s willingness to make them work. Like the Man from Missouri folks continually have their eye on you wanting to be shown, for that reason the show windows should be on constant duty.

We believe that 85 per cent of our shoe sales are influenced by the show window. That is why a little effort in polishing up a pair of work shoes or treeing up the tops of a pair of ladies’ shoes with forms so that they will look like a fashion plate is the thing the folks want to see and that will help to sell the shoes.

One of the shortest cuts in getting the family trade is, we believe, to go after the little tots. How they do love new shoes! And, too, shoes occupy so little window space that they should be shown generously.

Family trade is a matter of winning the child. When we do that, instead of making one customer, we have the whole family following in line.

Lazy windows will surely sap profits if they are not made to work for an increase in sales.

Unless we are on the lookout we don’t know how hard they should work to do their duty.

Walla Walla, Wash. B. H. Hellerman

Present Day Needs

I am not naturally inclined to make remarks and am especially careful when I do venture, not to make personal comments, but I must say in general (hoping not to embarrass THE DYNAMO Staff) that the February number was one of the most forcible thought creations for commercial progress that I have had the pleasure of consulting, notwithstanding the fact that I read all the commercial literature that I can secure.

I am fully convinced that thorough cultivation of commercial thought is as necessary for a merchant as medics are for a doctor or a knowledge of the statutes is for the lawyer.

This is a professional specialty age. A Jack-of-all-trades cannot be a success these days. The man engaged in merchandising must, in order to compete with the specialty man, be a merchant and not just a store keeper.

We cannot get by on what we learned last year or the year before. A man must acquire more knowledge, day by day, in order to meet both the present day needs and the requirements of tomorrow.

Creston, Iowa J. E. Bailey, Mgr.

Are Our Customers Repeaters?

Boys, our life depends on this question.

If we satisfy our customers and give them the very best of our ability and treat them as though they are just a little bit better than ourselves I believe that the question is answered affirmatively.

But on the other hand, if we have a don’t care, down-hearted look and refuse to show merchandise to our customers, surely we cannot expect much trade from them.

I believe it is a good policy not to lose too much sleep. We all know that lack of sleep makes us feel grouchy and when we are grouchy it takes very little to get our customer grouchy, too. This is, possibly, the cause of our losing a number of sales. We must realize that a man’s tongue is an awful weapon, that grows sharper with use.

Business is just like life—you get out of it just exactly what you put into it. Let us then get into the harness surer than ever. Let us give our customers and the J. C. Penney Company the very best there is in us.

Most anyone can sell a customer once. But what he should look for is the chance to sell them the second and third times. This is the privilege for which we must look.

Lima, Ohio George Schaap

May, 1921
These are some of the leading braids which are imported from China for the making of American straw hats. The fancy braids, of course, come in many other patterns.
Hat Styles for the Summer of 1921

BY GEORGE C. BROWN, New York Office

STRAW HATS

The coming straw hat season is generally expected to be a banner one by those closely connected with this industry. Straw hat manufacturers have held rigidly to this optimistic view throughout the entire readjustment period of the past six months.

Sailor or Yacht straws are conceded to be the season’s style leader. It will be the hat worn by the younger men and those who seek a little smartness in their headgear. This preference for the sailor hat has been gradually growing for the past two or three years; it is expected to reach its maximum this season.

Shapes will be smaller, and many of the extreme proportions will be shown as small as $3\frac{3}{4}$ x $1\frac{3}{4}$. The 28 ligne bands, with which these hats are trimmed, will give them a more solid or staple effect than one would naturally expect. However, the average buyer is not the extreme buyer and dimensions of $3\frac{3}{4}$ x $2\frac{1}{4}$ and $3\frac{3}{4}$ x $2\frac{3}{4}$ are expected to prove to be the ones on which the volume of business will be done.

Besides the regular Senmit and China split braids there will be many rough novelty braids and the now popular natural or brown hued braids. In fact, in some sections the brown straws with brown bands are expected to be the real style leaders. The natural color braids are chiefly known as Tuscan and Stoyas. Probably no Summer hat has the dressy appearance of the Sailor. Formerly these hats were more or less hard to fit and harder yet to wear. This has been largely overcome, through the use of cushion fitting sweats and the making of a flexible Yacht hat. Hats of this kind fit comfortably and will not blow off easily.

Panamas, Toyos, Leghorns and Bangkoks, Toyos and Pamas. We should have a good sale of this hat.

Natural color hats such as Leghorns, Bangkoks and unbleached Panamas are looked on with considerable favor. The bleached or white hat soils very easily, and no doubt this objection to it has increased the popularity of the tan colored hats.

CAPS

The cap business has been phenomenal, manufacturers finding it impossible to keep up with the demand for immediate deliveries. However, we look for this abnormal demand condition to be rather short lived, and believe that production will shortly more than meet the demand.

Pleated and novelty caps seem to be the wanted styles at present. This is especially true of popular priced numbers. We look for this to hold true during the coming Summer. Silk, Mohair and tropical worsted materials seemed to have increased in popular favor.

CHILDREN’S HATS

The straw hat season for children has been under way for some time. The duplicate business is exceptionally good. The majority of duplicates call for medium grades and solid black. Colored straws apparently meet with little favor in any section.

Wash hats are now selling well; as the weather grows warmer we look for a decided improvement in this hat. These hats are back to nearly a pre-war basis. This should increase the volume of sales. However, weather conditions regulate the wash hat business to a large extent.
Mr. B. Ginner,
Care J. C. Penney Company
My Dear Bud:

When I reached Blank's town and made my way to the store I noticed that the town itself appeared to be busy. The sidewalks were thronged; the streets were filed with drays and autos; a great many people got off the train when I did which was evidence to me that it is a trading center of consequence to say nothing of the very substantial population of the town itself.

Blank's store windows were clean and presentable but they lacked the signs that should convey to the passer-by that here is a shop that merits more than one's passing attention. To the folks walking along and glancing in the windows this was just some-one's little store with some merchandise displayed at prices that might or might not be out of the ordinary. There was no attractive card directing attention to the values which were really exceptional.

The store was neat. I expected that for Blank is a splendid stock-keeper. But it was quiet at a time of day when it should have been filled with customers. The merchandise displayed on tables was painfully undisturbed. There appeared to be a strained, careful atmosphere in the place; there seemed to be on the part of all the clerks a sort of fear that something might get out of place for a minute. The place lacked signs. It lacked cordiality. It lacked warmth and naturalness. I noticed that Blank, as I talked with him, appeared to be fearful and anxious about something. I discovered afterward that he was afraid someone might not get everything back in place while waiting on a customer under my observation.

There were no signs on the walls or ledges to tell the story of our progress and the reasons for our low prices on excellent merchandise. Altogether I was chilled and disappointed.

I talked to Blank about his advertising and found to my surprise that he had not been following the plan approved by our Board of Directors. He gave two astonishing reasons why he had not. One was that the size of his store did not warrant the use of such large ads. and that he was afraid the public would be disappointed if they came in and saw his store just as it appeared every day. Another was that he did not approve of some of the wording in the introductions prepared for the ads. and was afraid they might antagonize competitors.

Well Bud, it took me just about three minutes to take that last notion out of Blank's head and persuade him that our competitors have nothing to do with directing the policy of our Institution. Neither have they any justifiable complaint so long as we tell the truth and play the game square as we do.

Then we had a long session of planning a campaign for bigger and better business in that store. We had a store meeting that evening and I am sure there was a lot of enthusiasm planted in the minds and purposes of all who were there. Blank and I talked and planned again far into the night. The next day I wrote an ad. and Blank and his boys got busy with signs and price cards. They rearranged tables and goods as we had planned. They trimmed the windows in a little more stocky manner and made use of the helps furnished by our Advertising Department.

And say Bud, when the crowds came in next morning you ought to see how the atmosphere in that store warmed up. We were a busy crew and we made the wires hum with cash cups all day long. It was a demonstration that started Mr. Blank out of the rut and I have had good reports from him every day since.

With kindest regards,
O. Timer.

Mr. O. Timer,
Care J. C. Penney Company
Friend Old Timer:

Yours received. Mighty interesting to note how you pulled Blank out of the hole. There is a lot of fellows who get discouraged in that way who, instead of fighting their way out, merely crawl into a hole and pull the hole in after them. If there are any more fellows in Blank's shoes I hope they take your hint before a stink of dynamite wakes 'em up suddenly.

Very respectfully,
B. Ginner.

WHAT DO THESE NAMES MEAN TO YOU?
1. Mohair  
2. Voile  
3. Pile  
4. Plush  
5. Plaid

1. (a) A light dress goods with a lustrous surface made with a silk wool or cotton warp and mohair filling, forming various patterns. It is well known for its beauty and being dust-defying is well suited to summer outdoor dress use.

(b) The lustrous hair of the angora goat in Asia Minor, Cape Colony and the United States.

2. A textile of rather loose weave, plain woven, light in weight, made of silk, wool or cotton. In cotton it is made in single and two-ply, soft and hard twist. The most desirable, and that which is used to the greatest extent, is the two-ply hard twist. Voile is mostly used for light weight dresses. There has not been much demand for silk or wool voile in recent years and therefore it is not frequently used.

3. The nap composed of the yarn in thick fabrics such as velvet, velveteen, astrakhan, terry and plushes. The surface of the fabrics is woven in loops through a foundation of some other material and either left standing or sheared down to an even height, as can be seen in the various grades of carpets, velvet and plush. The loops are U shaped when sheared. In loop pile, these are not cut but left standing, as in terry cloth.

4. A long napped fabric manufactured with either a silk or wool pile. Its distinction from velvet being characterized by the longer and less dense pile on the surface of the plush. Plush is usually made on a cotton foundation, the ground warp being frequently dyed of the same color as the pile-warp. It is used for dresses, coats, and the like.

5. A variety of patterns used in textile fabrics consisting of cotton, woolen, worsted or silk goods. Plaids have the appearance of colored stripes and bars crossing at right angles. These give the appearance of variegated squares of different sizes. The name also refers to a rectangular cloth, with a tartan pattern, used by the Scotch Highlanders for warmth and protection. Each particular pattern and color represent a particular family name among the Scotch Highlanders.

New York Office
H. C. Ehrman

America's thirty million workers, by saving an extra dollar a week for three years, could release $5,000,000,000 for productive enterprise.
MAIL

DAVID O. DAVIS, son of our Manager, Mr. Wilbur L. Davis, of the Temple, Texas, store, entered Peacock Military College, at San Antonio, Texas, on February 1st, as a Junior.

David has always taken a lively interest in the Temple store meetings and knowing he will make an excellent student and soldier he has the heartiest good wishes from the Temple associates.

* * * * *

Personally, I think THE DYNAMO can be improved, as there is nothing perfect but God's Creation. However, I have no suggestions to offer. It is a known fact to all readers of THE DYNAMO, that it is the best magazine of its kind published today and to suggest an improvement is beyond most of us.

I do not give preference to any part of it. Each page supplies its share of good and I do not consider any space wasted.

THE DYNAMO, as a whole, is full of knowledge and it leads one to know the true value of life in the business world, not from a moneyminded standpoint. It emphasizes the bigger and better things which lift one to the plane of knowledge where the dollar does not conceal the view of a better life.

* * * * *

I feel that all the effort we can put forth will be only a drop in the bucket towards the goal set for the 1921 mark, but I hope that our little will have the effect of the coon, in the story. When he dropped into the bucket, the water ran over the top. Thus we are “raring” to go over the top.

* * * * *

WE note a correction from Mr. L. H. Ammermann regarding my error in presuming he meant, in his report of CDJTUT sales, that this amount was for the store. That is just what we thought.

We wish to beg Mr. Ammermann’s pardon for our misconception of his meaning. We wish also to inform him that Creston is among the stores which have sold over ETUTUT in a single day. We also wish to confess that the air in this latitude is entirely too heavy for us to hope to exceed the amount as a personal record.

* * * * *

Having partly forgotten just what I did send you for publication in THE DYNAMO, I noticed recently that my associates were very prompt with—Good Morning. After three of them had tried me out, I asked what they had for breakfast. Didn’t you read your Good Morning article—and I had to be shown.

* * * * *

Store No. 248 at Scranton, Pennsylvania, will move to Nanticoke, Pa., about April 15th. The Nanticoke store will retain the Scranton number, No. 248.

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BAG

I have sold about LTUTU myself at the Creston Store in a day. We have several good salesmen here among them a Mr. Ingram who has a trotting record for this latitude. He sure gets the money fast and makes them like it; I do not believe I can get him geared up to a CDJTUT pace. We are too close to the Missouri line for such rapid exertion.

We would like, however, to have facts on the method used in accomplishing this feat. We would also like to know the total sales of the store for this particular day and how many salesmen it took to sell the total.

* * * * *

lights
and
lifts
from
J. C. Penney Company
firesides

Mr. Newcomer:—Just listen to this, Bee, this author says: Making up your mind to begin the battle is half the game; to stick to the finish is the other half.

Mrs. Booster:—According to that your battle and the battle of all the other Newcomers is half won, for you have certainly all made up your mind to begin the battle or you would not now be in the J. C. Penney Company.

Mrs. Newcomer:—Perhaps so, but what if it should have been only our husbands who had made up their minds to begin the battle and not us?

Mrs. Booster:—Then I should say that the battle was not even one-fourth won. In fact I doubt if it can be won at all that way. The Good Book says: A house divided against itself cannot stand. This is certainly true of the home and all its enterprises.

Mrs. Newcomer:—I was just teasing, Bee; I know of one Mrs. Newcomer who is so thoroughly in accord with her husband’s determination to be a successful J. C. Penney Company man that she spends her evenings, not reading novels, but studying his books on salesmanship with him. They play school—wife is the teacher, husband the pupil and thus a fund of useful knowledge is gained.

Mrs. Booster:—Three cheers for that Mrs. Newcomer! Playing school! What a splendid idea! Why should not all of us do that with our J. C. Penney Company Business Training Course? I am sure we should get a great deal more out of it that way.

Mrs. Newcomer:—That would be called being Thrifty with our evenings, wouldn’t it? Some one has said: Our future is usually determined by the use we make of the hours after supper.

Mrs. Booster:—Never was a truer statement made. Watch how the men in your own store spend their evenings. You can easily pick the winners. Take for instance, Mr. Jones. He can always see when he is needed back at the store, in the evening. When an emergency arises he is always right there to do his part. The Manager never has to ask that man to come back. When he is not needed at the store he spends his evenings at home in educational study. He is learning and growing by leaps and bounds. Take another instance—there is Mr. Brown, who does his work fairly well during the day. He is pleasant to customers but he is the first man out when the store closes. He always has a date to go somewhere and have a good time every evening. He never has time to study or read. He never comes back evenings, no matter how great the emergency, unless the Manager specifically asks him to do so. Now which way of spending the evening is going to get Mr. Newcomer somewhere?

Mrs. Newcomer:—Well! I believe a lot more Mr. Joneses will be found on the top rungs of the ladder and the Mr. Browns will eventually be listed among the “also rans.” I believe when it comes time to pick the Managers for new stores the man who is prepared will be the man chosen.

Mrs. Booster:—You are right, Ima, it would be folly to give a store in charge of a man not well trained in every department of the work and expect that store to succeed. It is only during the evening hours that a man has time to familiarize himself with departments other than the one in which he works during the day. It pays to be thrifty with our evenings. Let’s pledge ourselves to put our shoulder to the wheel and help our husbands every night we can, so that the evening hours shall be such as will make and not mar a great future.

25

MAY, 1921
THE NEW CUSTOMER

COURTESY is merely the application of the Golden Rule. Make everyone who comes in the store feel at home. The manner in which we greet our customers when they enter the store is very important. We know there are stores where no one is really greeted in the true sense of the word—the customers being spoken to only when they speak to a clerk. This sort of treatment does not gain favor with many. The new customer should be given all the attention possible. We never know but what he may be a new resident of the town looking for a good place to trade.

Sometimes we have customers who are rough shoed, so to speak, and try to find fault with everything we show them. Instead of arguing with them we should treat them politely. This will cause them to leave the store in an altogether different frame of mind.

Little favors are sometimes very important. Telephone calls should be given special attention and there should be just a little more courtesy shown over the telephone than there is over the counter, because many things said face to face cannot be said in the same way over the telephone.

Always appear neat and clean before your customers, and when you introduce merchandise be able to look your customer in the eye and let him know you are telling the truth.

It has always been said that: Honesty is the best Policy, and I believe it has not been denied. We should be sincere and enthusiastic when selling to customers, and then they will have more faith in what we are telling them. It is not only honesty but the appearance of honesty that produces honesty in others. We must speak in a simple, sincere and straightforward manner. Try to answer all questions intelligently and do not misrepresent merchandise in any way. Have confidence in yourself and be enthusiastic in what you have to sell. If you are not, you should not remain in the business.

Enthusiasm is contagious and if we have the proper amount of it, our system we are sure to give it to someone else. If we want others to be enthusiastic about our goods or our services we must have the proper spirit ourselves.

Kindness and honesty, then linked with personality, must come to those who know that all business is service to the customer. We must not neglect any of these because a chain is as strong as its weakest link.

Great Falls, Mont. ROY S. CURRELL

THE OCCASIONAL CUSTOMER

THE occasional customer, as we are all aware, is one who has not been sold on the J. C. Penney Company policies.

The satisfied customer, we all realize, is the regular customer. Now it is quite evident that the occasional customer has not yet confidence in our merchandise nor in our methods of doing business. Some people enter our stores to seek merchandise which cannot be purchased elsewhere. Others come to visit. And others, again, purchase in a reluctant manner, their purchases usually being limited. In considering these three classes of customers you will all appreciate the fact that they have not been handled in the proper manner.

Human nature is at our disposal, and with our experience and with care on our part, these people, or the larger percent, can be made regular customers. Perhaps the occasional customers may feel dissatisfied over a claim. This particular feature of our business should be given special attention for the fact that we sell merchandise for less than our competitors has led many people to believe that our goods are inferior. But by giving the customer the benefit of the doubt, we not only make him a satisfied customer but a good advertiser. We all know that we ourselves do not go where we do not feel at home. However, if we feel at home in a store and if the environment is inviting, we are always inclined to tarry. And to tarry naturally means additional purchases. Then, again, the satisfied customer is sure to bring friends along and they in like manner will in time become our satisfied customers.

We must never forget our established trade, while reaching out for new trade and for new customers. Many men have failed in business, due to the fact that after working hard to establish trade, they forget to take care of old customers and pay too much attention to the new trade that may never become permanent.

Huron, S. D. E. F. FAHRENDORF

THE GROUCHY CUSTOMER

THE selling of merchandise to the unreasonable, grouchy, fault-finding customer is, to me, a real test of sales ability.

Right at the start you have one advantage in handling customers of this class, and that is that they usually take the lead in stating their grievances. As a rule their troubles are confined rather to one major objection. It may be price. If not that, then it is quality. Or again it may be fit, style or some of the minor objections that we are all familiar with. It is very seldom that the objection is to more than one of the factors.

It is the salesman's duty to counteract the grouchy customer's set opinion. To do this you know the facts and must tactfully put them over. Prices may be high, but ours are not high in comparison with others. Our quality is right when price is taken into consideration. Measure your words carefully before making comment. Be honest in your statements.

It has been my observation that the extra time and effort you spend on this type of customer will be well repaid. His confidence is not easy to gain, but once gained is not easily lost. Invariably such customers make repeat customers.

So give the unreasonable, grouchy, fault-finding customer a little extra attention and you will increase your sales ability.

Porterville, Calif. R. M. BERGLUND

HOW TO HANDLE A CRANKY CUSTOMER

BUSINESS depends on the people of the community for its trade. Many kinds of people make up a community, and among them there are bound to be many cranks.

Now, how are we going to handle these so-called cranks? Every one cannot be handled in the same way, so it is up to the salesman to figure out just how he is going to deal with each one individually.

Watch your customer. Note every remark he makes. Above all do not contradict him, unless you see that he is trying to corner you, and then be very careful what you say. You can usually get around without getting him angry—but

GLENN W. PRATHER began his connection with our Company on the 28th of October, 1916, at the Missoula, Montana Store. He was made assistant manager on January 1, 1920, and Manager June 26, 1929.

Mr. Prather believes that life does not mean the gathering of possessions, but the wise use of them.
if you see you are unable to win him over to your way just let him think that he is right and that the world is wrong.

This life is not all cream and honey, so we should not expect everybody to agree with us at once. A good salesman is judged by the way he handles his cranky customers and as we wish to be called first class salesmen it is necessary that we learn how to handle the man or woman who seems somewhat unreasonable. People like to talk and if we happen to offend a woman that lives on the east side—by the time her or his story reaches the west side it is everything but the truth, and many times larger. So, fellows, let us make up our minds to hold our tongues when selling a cranky customer and I believe we will come out the winner.

Columbus, Ohio  GEORGE F. SCHAAF

THE CUSTOMER WHO IS NOT INTERESTED

In getting the attention of customers the salesman's appearance counts for a great deal. Always approach the customer with a smile and let him know that you are glad to meet him. Ask—What may I show you to-day? Then show the different bargains we have to offer. To get a customer's interest tell him how the J. C. Penney Company buys, that it buys for Three hundred and twelve Stores and that it buys and sells for cash. It, therefore, sells for less, and its regular prices are cheaper than sale prices elsewhere.

If, after the customer has been greeted by the salesman, he does not seem to care to make a purchase, the salesman should try to suggest merchandise. Or, the salesman should display such goods as he thinks the customer may be interested in; for example, he may say: We have just received a new line of shirts and we shall be glad to have you look them over and tell us what you think of them.

When leaving the customer, whether he has purchased or not, make sure that the spirit of the occasion is such that he will want to call again.

Lima, Ohio  G. E. GEIGER

SALES

Sales for the month of March 1920—200 Stores—amounted to $2,422,207.46. Sales for the month of March 1921—313 Stores—amounted to $3,732,440.88, or a gain of $4.09 per cent.

The following Stores show a gain of 50 per cent or over for the month of March, 1921:

<table>
<thead>
<tr>
<th>Store</th>
<th>Gain %</th>
</tr>
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<tbody>
<tr>
<td>Falls City, Neb.</td>
<td>59 1/2</td>
</tr>
<tr>
<td>San Bernardino, Cal.</td>
<td>51</td>
</tr>
<tr>
<td>Chico, Cal.</td>
<td>50</td>
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<tr>
<td>Helper, Utah</td>
<td>50</td>
</tr>
</tbody>
</table>

Miss Hannah Nelson and Mr. Hans P. Knudson were married on March 2nd, at Jewell, Iowa.

Mrs. Knudson had charge of the Ready-to-wear department of our Webster City, Iowa, store. Best wishes.

Announcement is made of the marriage of Miss Dora Roe to Mr. Don E. Whittman, at Bemidji, Minnesota, on Tuesday, February 15th. Mrs. Whittman is the proud daughter of Mr. and Mrs. K. K. Roe.

Mr. Whittman, Manager of the Bemidji Store, first came with the Company at Provo, Utah, in the spring of 1913; he was transferred to Great Falls, Mont., in 1914, and opened the Bemidji Store in 1917. He also served Uncle Sam.

Congratulations to Mr. and Mrs. Whittman.

Mr. Roy S. Hartley, manager of the Cadillac, Michigan, store, was married on February 16th, at Dodge City, Kansas, to Miss Edna Becker, of Portland, Oregon. Immediately after the ceremony the newly married couple went on a honey-moon trip to St. Louis and Chicago. At Hamilton, Missouri, they met Mr. and Mrs. Don Whitman.

Since 1913 at Pendleton Roy had been traveling single with our Company. We extend our hearty congratulations to the couple.

Mr. L. M. Ross was quietly married on February 16th to Miss Reta Curtis. Mr. Ross is one of the associates of the Walla Walla, Wash., store. The newly wed couple have our good wishes.

Announcement is made of the wedding of Mr. E. W. Jessup and Miss Margaret Jenkins. Mr. Jessup is the Manager of our Waitsburg Store, and Mrs. Jessup is the daughter of Mr. and Mrs. B. L. Jenkins of Spokane. The Editor knows the parents of the bride very well; they are good folks and Margaret is a talented young woman.

THE DYNAMO extends congratulations to Mr. Jessup and a hearty welcome to Mrs. Jessup to the J. C. Penney Company family. Elmer, old boy, you have a job on your hands of proving your worth of such a fine wife. I guess you'll make good.—(Editor)

ECONOMIC REVIEW

(Continued from Page 13)

Mr. William M. Lewis, Director of the Savings Department of the United States Treasury, who said recently: We spend $22,000,000,000 yearly for luxuries, and if this stupendous sum were split in two ways, we would have enough money to solve the world's capitalization problem. We spend $1,000,000,000 a year for cigarettes alone, while our women hand out $750,000,000 for cosmetics. This statement indicates our need for still greater thrift and the curbing of extravagance.

It may be well for us to note that the policy of our Company, in regard to cigarettes, is well known and little has been contributed to this great economic waste by employees of this Company. The policy of no cigarette smoking and personal economy, if universally adopted, would help to stop the great annual economic destruction. If adopted generally, it would soon make possible a much better report of savings.
With Our Buyers

INITIATIVE

THE word Initiative summed up from the dictionary definitions, means an introductory step or movement. Or, to take it at face value in present day meaning, let us say: to possess this wonderful attribute we must get off the beaten trail.

How are we to possess it? By study, observation and thinking. Whether we are a janitor, salesman or a manager, one of the fundamental qualities in our make up should be initiative. The chief reason why we do not possess more of this essential to success is that we are all creatures of habit. And habit, as a rule, prompts us to work along the line of least resistance.

Very often some one else can point out to us a better way because he can see us with a clearer vision. His glasses so to speak are not smoky, for our faults are a part of us and as a rule we are not apt to look upon them with a too critical eye. Emerson told us a long time ago about building a better mousetrap and we should apply this philosophy to almost any work we undertake. Mr. Penney is a worthy example, although he probably was not the first man to conceive the chain dry goods store idea, he was the first man to do it better than it was ever done before.

Especially is this true in our every day store life among our associates where little problems arise that threaten to become large ones. Then a spark of anger is apt to start the flames. One cool head is always needed and it is surprising to note how quickly one is able to gain control, thus avoiding serious trouble. When some one seems to be treading on our toes or assuming a superior air, let us keep in mind this thought: I am able to walk alone and carry an extra burden if necessary.

When you have mastered the art of Self-Control you have gained an advantage over your associates that will prove of everlasting benefit. It will make men look up to you, You can be a leader whom others will be glad to follow. Try it. You will find it well worth the effort.

Dalhart, Texas. BEN M. KENDALL, Mgr.

TIME AND THE J. C. PENNEY COMPANY

BEFORE I was connected with our Organization the hand of time lay heavily upon me and crushed me down, simply because I was drifting. I had no definite goal. I was like a ship without a helm being cast about by the angry waters of a rough sea.

But how different it was the first day that I worked for our Company. The wonderful spirit of the Organization found its way into my heart and loosed the gnarled and knotty strings that were gradually rendering that organ useless. Every day has grown shorter since that first one until now the days are not half long enough for what I want to do.

I have talked to a great many of our boys about this matter and it affects them all alike. Isn't it wonderful that we can live and work under such conditions? I often wonder if Mr. Penney realizes the amount of happiness that he was ushering into the world with the launching of that little store back in 1902.

My four years with this Company have been one continual round of pleasure. There has never been a minute in which I have not been happy. Work ceased to be work the first day of my association with our Organization.

Sometimes we say: If I put in so much time at the store how shall I find time to study? Let me answer that by saying: As you will, so will you do. In other words if you really want to study you will find the time somehow. It is a weak excuse to say: I can't.

If a man would improve his English and increase his vocabulary, let him read good literature out loud to his wife. When he makes a mistake let him write the word that he failed to know. One is surprised at the number of words he has previously stumbled over when reading to himself. Criticism thus put into practise will make you notice that you are beginning to speak better English and with a great deal more confidence than before. I merely

W. EARL PORTER first entered the employ of our Organization in the Fall of 1916, at Winslow, Ariz. The following year he was transferred to Prescott, Ariz., remaining there until the Spring, 1918. He again entered our employ at the Prescott Store, in the Fall of 1918 and six months later went to La Grande, Ore. In the Spring of 1920, he assumed the managernship of the La Porte, Ind., Store.

Mr. Porter is a firm believer in giving the very best service to customers. This virtually guarantees the making of a host of friends for our store.

MAY, 1921
mention this one branch of study as one that is well worth while. I am doing it with pleasure and I expect to continue to do it for some time to come.

Time is the most valuable asset we have if we use it properly. We should not waste it any more than we would waste money or life itself. Time is the ruler of the Universe. Father Time eventually approaches all of us with his scythe. So let us not waste a minute but make every moment count. We must make time yield some better deed or some constructive work for our Organization, built as it is upon Honor, Efficiency, Confidence, Knowledge, Loyalty and Love.

If each store will make an effort to save enough time on each transaction to increase our sales ten dollars a day for three hundred and five days there will result a total of over $900,000.00. Boys, we can increase our annual total by the saving of minutes. Let us try it anyway.

Mansfield, Ohio. C. M. CRAFTON, Mgr.

WHICH END OF THE TELESCOPE

DID you ever focus a telescope upon an object, look through the small end and notice how close the object appeared? How large and full of detail although quite a distance from you? Now reverse the telescope and focus it upon an object close at hand. Do you note how far away it appears? how it lacked size? distinctness and detail? If you were not familiar with it, you might not be able to distinguish what the object is.

Let us compare our every day life in the store with the two ends of a telescope. From which end do we wish to be seen? Do we want our good deeds during the day to be seen clearly and in right proportion? Or do we wish them to seem far away, indistinct and wholly lacking in detail?

When we first enter this Organization we are, so to speak, viewed from the large end of the telescope. But as we put our shoulder to the wheel and help to cooperate we automatically reverse the telescope until we are seen through the small end. Our deeds, actions, words and dispositions become as an open book.

Let us focus on our morning entrance into the store. Do we get there on time and with a good stride? Do we dispatch our morning's work with speed?

Do we greet our patrons with a cheery Good Morning?

Are we at our post at noon? Or do we use from five to ten minutes of the noon hour for our own purposes?

Let us look at the day's work. Are we interested in our work? Are we full of action? Or are we more intent on hearing the first toot of the whistle?

How much is our production during the day? Is it just what it happens to be or as great as we can possibly make it?

I am very proud of the fact that the timber of our Organization is the best. It is selected from the best men. Their work will always bear observation.

Kenmerer, Wyo. L. L. PAINE, Mgr.

EARL A. ROSS was first employed by our Company at The Dalles, Oregon, on March 26, 1916. He was transferred to the Hood River, Oregon, store in October, 1918, remaining there about three months when he again returned to The Dalles Store. He was appointed manager there in March, 1919, and on March 27th of the following year, he opened the Portland, Oregon, Store.

Mr. Ross says his motto is Loyalty—Loyalty to himself, to his Organization and to his customers.

Opportunities are made; it is seldom that they just happen. The man or woman with a little sum of money saved up can always take advantage of an opportunity. To be a "regular success" one must be a regular saver.

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Elementary Principles Of All Letters

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\begin{align*}
\text{abcdefghijklmnopqrstuvwxyz} \\
\text{ABCDEFGHIJKLMNOPQRSTUVWXYZ} \\
12345 \cdot \text{WXYZ} \cdot 67890 \& \\
\text{abcdefghijklmnopqrstuvwxyst}\n\end{align*}
\]

R W. Spratson, P挣扎

Here is a chart that may aid the prospective show card writer to familiarize himself with the elementary principles of all letters. The beginner should first practise the preliminary strokes by making the different slant lines over and over again until he can make the strokes with comparative ease.

Make the first stroke about ten or fifteen times slowly; then the second stroke an equal number of times and continue with the others in like manner. After the various strokes have been thoroughly mastered, join two strokes together, practising that combination about ten times. Proceed in like manner with other combinations. Then take up the alphabet, making each letter ten or more times before proceeding to the next. Do not try to make the outlines with speed at first but use your efforts to make the outlines or letters perfect. Speed will, naturally, come later. With much practise it will become an easy matter to make up show cards with rapidity.
Business Training Course Students
Attention

WORDS of appreciation have come from many quarters concerning the Business Training Course, the First and Second Lessons of which have been sent to every Store requesting them. The Educational Department does not take the many kindly things written to itself and swell up over them. The Board of Directors planned for the Department and suggested its undertaking and they are to be thanked for their dream of possibilities in action.

But suppose the Managers of our Stores and their Associates were not making the money to pay for the Course, or suppose said Managers and their Associates would not take the Course, then what would happen? Would it not have to be discontinued?

Hence it would seem that the entire Company should be congratulated upon this successful effort. The Educational Department is happy to be the channel through which this benefit flows to all taking it, but further than that the Department takes to itself no claim. Let's all shake hands with each other and congratulate ourselves one and all upon the even more than propitious launching of the Course.

More than 2200 Students have already enrolled for the Course; 289 Stores have been heard from and in most cases all the Associates are registered Students. In a few instances, some of the Saleswomen have not taken advantage of their opportunity. We have no disposition either to censure or criticise them. Our best judgment is that they have made a mistake in denying themselves this chance for self-improvement. At the time of going to press for this issue of THE DYNAMO, 24 Stores have not sent in their names for the Course.

The Department feels the entire Body of Students will receive the greatest possible amount of good by following the plan as set forth in Bulletin No. 1932. The principal points of that plan are as follows: Mr. Manager:

INSTRUCTIONS
1. Upon receipt of the Lessons, please distribute a copy to each of your Associates.
2. Advise them to read the Lesson for the month carefully several times the first week.
3. Request them to study it seriously during the second week.
4. Having read the Lesson carefully for the first week and studied it seriously for another week, then call a Store Meeting during the third week and together study the Lesson intensively by discussing the questions at the end of the Lesson and such other questions as may be deemed proper.

5. Have an examination night during the fourth week. Call your associates together, hand each one sufficient examination paper and then proceed, without discussion or personal assistance, to answer each in his own language, the questions printed at the end of the Lesson.
6. After the examination, collect all the papers, see that they are properly filled out and forward them to The Educational Department, at New York, in one envelope within THIRTY DAYS after you have received the Lesson.
7. Then take up the study of the next Lesson, according to the above outlined plan.
8. After the Educational Department has received the papers from your Store and examined them, they will be returned to you for delivery to your Associates.
9. Upon your receipt of the corrected papers, we suggest that you hold another Store Meeting and that together you study the suggestions that may be made on the papers.
10. Mr. Manager, this program will prove an easy and interesting one, if you give it honest, persistent and patient attention and effort. You and your Associates will get out of these Lessons in proportion as you put honest, persistent and patient effort into them.

Some additional suggestions are necessary: We note that some of the Managers send in partial lists. Please don't do it. You have no idea how jammed this Office will become unless our INSTRUCTIONS are followed.

In answering the questions, use your own language. Simply memorizing the answers to the questions and thus writing them down will do little, if any, good. Study the Lessons, chew them up, digest them and then your answers will be according to your own thought and you will be helped.

Please, complete only one Lesson at a time; (one Lesson a month), and forward your answers to the Educational Department according to schedule. The question is not how quickly you can complete the Lessons but rather how well they will be mastered.

The first thing to be done when preparing to take the examination is to fill out properly the blank at the top of each examination paper. A failure in this may result in our losing your paper. We attend to this matter by Store number.

A sweet, new blossom of Humanity,
Fresh fallen from God's own home to flower on earth.

GERALD MASSEY—
Wood and Won.

There was born to Mr. and Mrs. E. O. Joyner a fine little daughter, on February 25th.
Mr. Joyner is the assistant manager of the Marshalltown, Iowa, store.

Joy supreme has come over Mr. and Mrs. C. C. Howard on the arrival of twin boys, on February 16, 1921. They answer to the names of Harold James and Herbert Clarence and weigh seven and one half and eight pounds respectively.
The Howards are all doing well at the last report. Mr. C. C. is a hard worker in the Niles, Michigan, store.

The stork delivered a seven pound baby girl at the home of Mr. and Mrs. G. R. Lockard, on February 7th. The young lady's name is Phyllis Estelle Lockard. Mr. Lockard is one of the associates in the Rice Lake, Wisconsin, store.

Out in Silver City, N. M., on March 6th, a fine little baby boy, Daniel Louis, appeared at the home of Mr. and Mrs. D. L. Baker, making the proud couple still happier in their married life. Mr. Baker is one of the boys in the Silver City store.

Virginia Lee Hurst is the new seven pound arrival at the home of Mr. and Mrs. L. L. Hurst. She came on March 8th. The proud father is the Manager of the Lebanon, Oregon, store and has been exchanging letters with other fathers over his joy, and advice as to his new responsibilities.

On February 25th, an eight and a half pound boy made his appearance at the home of Mr. and Mrs. F. N. Shelton. He has decided to take up his permanent residence there. Mr. Shelton is one of the associates of the Sedro-Woolley, Washington, store.

THE DYNAMO joins
in extending hearty
congratulations and
best wishes.

MAY, 1921
Thrift and Readjustment

GENERAL readjustment pertaining to all things is the present paramount issue. The world's affairs, our economic conditions, our industries, our business and personal affairs must be put in order.

Our nation and our business will enjoy the fruition of sound reorganization only to that degree to which we as individuals contribute. Each of us is a unit associated with other units; together we comprise multiples of units which swing the pendulum of progress and as we govern our individual frugality, to that degree are we fitted to help in the readjustment of greater things.

The period of extravagance through which we have passed has been bad for us. No doubt many have almost forgotten the spirit of economy but no longer can we indulge in thriftless methods. It is our individual duty to devote much thought to the problems with which we are confronted and immediately to lay our plans for that part which we are to take in this duty.

To lay our foundation we must practice thrift to its fullest extent and be ever mindful to apply economy wisely. When we have successfully adjusted our own affairs, we begin to pave the way for that part which we are to contribute toward a sounder business standard.

J.M. Johnson
A NATION-WIDE INSTITUTION

312 Busy Stores

From Our Humble Beginning in 1902, Covering 26 States in 1921 AND STILL GROWING!

KEY

- Mother Store—KEMMERER, WYO.
- 312 Stores
- St. Louis Office
- St. Paul Office
- New York Office