This issue of The Dynamo is 5,500 copies. If every reader will find in these pages the inspiration for one practical idea and will apply it to our business, our ability to serve the public will be increased enormously.
Patriotism in Business

Every once in a while someone tells us that the American business man is too busy piling up dollars to give any time to his country and her welfare. We don't believe this at all. The American business man as a class is just as patriotic and loves his country just as dearly as any one else.

It has always been our idea that one's love of country is best expressed in deeds—not words. It's all very fine to wave the flag and stand uncovered as the band plays the National Anthem but some one has to do the work. Our business man may not shout as loudly as the politicians but when there's work to be done he is surely on the job. He pays a lion's share of the taxes; he carries the heavy portion of the load in every civic enterprise; he is law abiding. In fact, who, after all, is a better citizen of this republic than this same self-effacing American business man? And if, in going about his business of being a good citizen and a loyal American, he accumulates to himself a little wealth, who shall impeach his patriotism on that account!

W. A. Reynolds.
WHETHER Advertising is an investment or an expense depends upon what we make it.

Undoubtedly many hundreds of thousands of dollars are woefully wasted every year in what is called Advertising.

Unfortunately, there are those who expect Advertising to perform miracles.

It will do nothing of the kind. Advertising may not be a science but to get the maximum returns from the minimum cost requires a certain classified knowledge.

There need be no greater knowledge of Advertising, however, than to understand that it must be definitely planned.

For a retail business such as ours, the effect sought for will be cumulative rather than immediate.

Our non-sale, fixed-price policy is a direct counteraction of getting immediate returns.

In effect, we say to the people, "You don't have to come in today, tomorrow, this week, next week or next month to get these values. They are here every day: come in when it is most convenient to you."

It is necessary for us to educate the people to our policy, to our ability to buy and sell to their advantage and to our commanding position in the market.

Then, we must do and give in our stores all we say we do and give in our Advertising.

Advertising will, however, be an expense at times if we fail properly to back it up in the store.

Also, it will prove to be an expense when it is not carefully planned and when little or no thought is given to its preparation.

In our method of operation, it is believed that Advertising is more of an expense than an investment when the insertions or issues are not regular, systematic, and the messages are not truly representative of the store and the goods.

Advertising is a lubricant but not a cure for all evils.

To a well-conducted, going business, Advertising is the only thing that benefits all and nobody pays for.

Advertising helps to get and to hold business.

An appropriation, year after year, of a given amount of money for Advertising is finally absorbed by increased profits.

Planned Advertising is an investment.
THE purpose of stock-keeping is to keep track of the various items on hand and to have the merchandise in an orderly condition, so as never to be out of the good-selling items.

The term stock-keeping covers a wide range of store operations. It includes the fundamentals of stock-arrangement in the store, and the fundamentals of stock upkeep. We shall deal in this article with the stock-keeping or arrangement of merchandise in the store.

The Fundamentals of Stock-keeping

1. It should be realized that merchandise is a cash investment.
2. Since it is a cash investment, merchandise must be kept from depreciation and deterioration; otherwise, it will result in decrease of profits or loss of investment.
3. Cleanliness is the paramount principle of stock-keeping.
4. Merchandise should be arranged in such order that it will favorably attract the customer's attention, and orderliness in arranging merchandise will enable the salesman quickly to locate the article desired.
5. Slow-selling merchandise should be so placed that it will be easily accessible. It should always be to the front.
6. A system should be provided that will enable the Managers and heads of Departments to take a quick mental inventory of any item in stock.
7. Stock should be arranged in kindred lines.

Merchandise on the shelves, like money in the vaults, should be protected; in fact, it must be kept even more carefully, for merchandise nearly always depreciates with age. The aim of stock-keeping, therefore, should be to keep it clean. The term clean applies not only to the tidiness with which the stock is kept, but also to the cleanliness of out-of-style and undesirable items. The way to insure a clean stock is to work everlastingly with it, pushing and moving the unsaleable merchandise.

Stock should be placed so that it will have a favorable and pleasing arrangement. Color schemes in piling bolt goods are effective. Neat, individual displays of almost any article attract attention and sell themselves. Merchandise of kindred lines, like cretonnes and curtaining, hosiery and underwear, hats and caps, et cetera, should be arranged together, both from the standpoint of sales and of display. Lastly, in the arrangement of stocks, all merchandise should be so placed as to be accessible.

Each department requires different methods of stock arrangement and display. However, the principles are the same. The proper selling of ladies' ready-to-wear depends largely upon the way in which it is stocked and displayed, and the general neatness of the department. Ready-to-wear garments appear better in wall-cabinets. However, racks are indispensable in showing garments and are a means of quick selling, especially when garments of one price are shown. Various methods are used in different stores and departments, as the system of arrangement which might be practicable in one section of the country, will not be practicable in another. This is worked out individually with regard to each community.

Some concerns have a system of checking up the selling ability of each section of their store, and find that certain sections are sure to move merchandise more quickly than others. Stores will find it profitable to locate such strategic points, and place some of their slow-selling merchandise or backward departments in these favorable locations. This is an interesting and very profitable part of store study.

Co-operation, as in every other function of store managing, is a cardinal principle of stock-keeping. The Associates in a store should assist one another in keeping the stock tidy and neat by returning the merchandise to its place as quickly as possible. Whenever possible, all merchandise should be returned to its place before the salesperson waits on another customer.

The merchant finds his best contribution to the community in clean living, honesty, straight thinking, and in the development of good-will and fair dealing in work and social relations.

JULY, 1925
THE ESSENTIAL QUALIFICATIONS
OF A MANAGER

By W. F. GETTLE, Manager at Bakersfield, California

HE man who is capable of holding a large position in the business world must possess the right kind of judgment. He must be on the alert at all times to be able to meet any problem that arises and to be able to pass judgment upon it instantly. Whenever he is performing duties that pertain to his business, he should be able to have the foundation of the particular deed or act so firmly laid that nothing will arise from it but actual results.

If a man is to instruct others, he must be a man who can take instructions. One of the most important elements that enters into the success of a man today is WORK. If a man really likes his work, he is going to progress, but unless he does love the thing he is doing, he is not going to get all the good out of it. If he wishes to progress or advance in life, he must set a goal to work for and not stop until he has reached his mark.

He must at all times be honest with himself, his Associates and all others with whom he comes in contact. He should have at all times a clean heart and mind and a determination to do unto his fellow men as he would have them do unto him. This should be the guiding principle in his daily life.

There are some men who are honest workers but who do not possess initiative. A man of this type is a follower and requires some one to lead him and direct him. But the business world today is eagerly looking for leaders and not followers.

THE J. C. Penney Company has a Board of Directors which meets regularly and the man question is undoubtedly one of the most important topics that comes before it.

One of the most important elements that enters into the success of a man today is work.

There are some men who are honest workers but who do not possess initiative.

Give me the man who possesses initiative and can wear a smile when things do not seem to be the brightest.

Now, Associates, you and I want to be successful in life. But after we have thoroughly analyzed our qualifications do we feel that we possess all the qualifications that a Manager of a J. C. Penney Company store should have to be a moral and financial success?

Perhaps when you have visited certain stores, you have noticed that people were working at one particular thing and, when they had finished this one particular duty, they did not look around to see if there was anything else they could do. They were afraid they were going to give more service than they were getting paid for. This type of man and woman will not succeed as leaders in the business world.

For a man to become a Manager of a J. C. Penney Company store, he must possess knowledge of merchandise; he must have the ability to handle people and to work with them; he must be a man who is not satisfied with his present conditions. He also must keep his head above his position and not let his position go to his head, for, if he does, it will be noticed by those with whom he is associated as well as those with whom he comes in contact.

Give me the man who possesses initiative and can wear a smile when things do not seem to be the brightest and who has a good-morning and a good word for those with whom he works. With all these qualifications and his love for his work, he will be the man who can handle the job of a Manager.

HERE are a few things that might help a man while he is training himself to become a Manager:

1. He must analyze his qualifications.
2. He must possess initiative.
3. He must be a leader and not a follower.
4. He must be a man who can follow instructions before he is able to give them.
5. He must have a cheerful disposition.
6. He must have confidence in himself and all those associated with him.
7. He must plan his work and then work his plans to obtain results.
8. He must be a man who is not afraid to carry a lantern if necessary.
9. He must be honest, sincere and faithful.
10. He must be a man who will give 100% co-operation at all times.

On July first we change the official number of our stores from 571 to 676 to correspond with the number which we shall have in 1925. With 105 new stores this year, we shall operate in 44 States, having entered Maine, Massachusetts and New Hampshire for the first time.

JULY, 1925
THE MANAGER—A COMMUNITY MAN

By J. C. TIMBERLAKE, Manager at Ambridge, Pennsylvania

IN THE towns and communities where we operate the Managers are the Armor Bearers of a great business Organization. Are they living up to their opportunities and responsibilities as real representatives of a great Institution?

The writer once heard one of our Managers and co-workers make a statement in which he said that the way for a J. C. Penney Company Manager to make a success with his store was to slip into a town unannounced and remain unannounced, meaning, of course, that if he were able to enter it this way, he could get a hold on the trade before his competitors realized he was there. I do not hold this view.

The demand today for special welfare and religious activities that are thrust upon business men in every walk of life, in every town in this country, will not permit representatives of such an Organization as ours to sit back and exact prosperity from a community and assume the attitude that George should keep the community together.

We might ask what makes one of our stores succeed. Some would answer, "The Manager". Others would say, "The Manager and his Associates". To the latter answer there is some reason. But, I should say that a real, live community makes one of our stores the greatest success of all.

To have a real, live community we must have real, live, wide-awake business men, ever alert and ready to do whatsoever they are called upon to do. That will have a tendency to improve the community spirit and activity and will cause the people to boost for their home town, to stay at home and trade at home.

Assist in Community Up-Building

It requires a great deal of planning and effort to make a community a good place in which to live and in which to succeed with one of our stores. But should the Managers decline to assist in such planning and work, our stores would, in my estimation, be no more than leeches, sapping the very substance from the community and giving in return only a small saving in price and possibly a little better service within the four walls of our store than does the competitor.

Unless the Manager is an earnest booster and worker for his community, the public is not justified in diverting its support from a merchant who is giving liberally of his time and effort to make the community a better place in which to live, even though his prices may not be quite so attractive and his service may not be so good.

It has been said by thousands of people, and I am sure you have often heard the expression yourself, that in the town and community there are enough men who have positions which do not amount to very much, and which they can leave at any time to do the community work, so let them do it.
Have you taken time to make a comparison of the work and influence of this man in community activities with that of a busy Lawyer, Doctor, Banker, Merchant or professional man? If you have, this is what you find. From such a man the support of the public is withheld, the confidence in him as a leader is lacking, the final results are negative.

On the other hand, let the busy business man start out and everyone immediately assumes the attitude that it must be a worth-while cause or he would not give his time to it. The result is, every one comes to his support and assists him in accomplishing what he has set out for, in the shortest time possible, and the final results are very successful.

When one of the J. C. Penney Company men goes out into a new field to open a store, he is very eager to succeed and his every thought, his every ounce of energy is concentrated on that one thing. He works, he plans, he dreams of what he is to do and how he should do it to make his store popular. Very often during his mad hustle and tussle he overlooks the fact that he owes, from the very beginning, his loyal support to the town and community in which he is opening or has opened his store. He forgets also the fact that the J. C. Penney Company is looked upon as an ordinary chain store, coming to town to get all it can out of it.

It is up to the Manager, himself, to prove to the community and public in general that the J. C. Penney Company is not an ordinary chain store in that sense. My experience teaches me that the easiest and most satisfactory way to prove that our great Company is not the ordinary kind of chain store organization is to search out the Board of Trade, Chamber of Commerce or the Civic body that is out for the promotion of the welfare and prosperity of the community, and associate the J. C. Penney Company with it, and assure the organization that you are ever ready and willing to shoulder your share of the responsibility whenever called upon. The value of such a connection and expression was brought very forcefully to the writer's attention recently.

While waiting on a new customer recently, she stated that they had just moved into the town and that a few evenings past, while sitting with ten or twelve others in a waiting room of a local doctor's office, she had remarked that she had to go to Pittsburgh soon to do some shopping. At once a refined-looking gentleman spoke up and said, "Why, Madam, we have good stores in Ambridge and you can buy almost everything right here at home. We even have one of the J. C. Penney Company stores here. It sells everything with the exception of Hardware, Groceries, and Furniture and it is a hometown store, a loyal booster of the town and community". He turned out to be an officer of a civic organization.

Are you shouldering your share of the responsibility? Are you a Community Man?

The simplicity and dignity of this window at Mankato, Minnesota, are the outstanding features
1. This is a good example of the use of costume forms in draping uncut materials — Sayulpa, Oklahoma.

2. A Notions Window at Provo, Utah, which is neatly arranged and well grouped.

3. An effective use of the straw-hat clock trim at Spanish Fork, Utah.

4. Trinidad, Colorado, where novelty drapes stands to advantage.

5. A shoe display at Holland, Michigan.

6. Every article in this Notions Window trimmed by Mr. W. S. Small of Hoquiam, Washington, stands out.

7. This display and the fixtures in this Penn-net window were made by Mr. W. W. Foste, and Mr. M. M. Dave of Denver, Colorado.
If you are a manager or a prospective manager going out into a new store this year, consider yourself fortunate if you are assigned to New England. For New England, as I shall try to show in this article, spells opportunity.

While you will, of course, be mostly interested in the commercial and industrial aspects of the situation, it may also interest you to know that the climate is healthful and never extreme, living conditions are good, the people are friendly and hospitable, and you will find it as easy to become acclimated in New England as you ever have anywhere else. In fact, in every town where we have taken a lease the way has already largely been paved for your successful entry by our field representatives.

The population of New England is composed for the most part of two types—the Yankee descendants of the early settlers, and naturalized Americans of foreign origin. Both types are honest and industrious and the very kind of people to whom the J. C. Penney Company policy would appeal, as they are essentially buyers and users of our class of merchandise.

They want sturdy, common-sense things for factory and household use, stylish, well-made things for Sunday and holiday use, and they want them at prices that mean to them Value, Economy and Thrift. The J. C. Penney Company brand of merchandising was made to order for these folk and they have been waiting for us for twenty-three years.

An Industrial Section

Practically every town in New England is what we call a "pay-roll" town, and you Managers like a pay-roll town, because a manufacturing community with the bulk of the population earning regular wages means business for the merchants. While New England produces very little of its raw materials, the value and amount of its manufactured products are out of all proportion to its physical size.

There are very few articles on your counters, shelves and racks, Mr. Manager, that are not made somewhere in New England. Boots and shoes, rubber goods, watches and clocks, twine, cotton goods, cutlery, tools, stationery, firearms, hats, marble and stone products, jewelry, sporting goods, machinery and woolen goods make only a partial list of the things made there, and in the manufacture of some of these items New England leads the world, although you could tuck all these six states into a corner of Texas with enough room left over to accommodate New York, Pennsylvania, Maryland, New Jersey, Virginia and Kentucky.

New England is progressive

New England does not stand still. Her might is not alone of the past and present; it is essentially of the future. If figures do not lie, the following comparison for one decade means something to the Manager who will open his new store in the land of the Pilgrim Fathers:

This is the time of year when white goods are in great demand. Ventura, California, knows how to make them appealing.
The following paragraph from a pamphlet issued by the Associated Industries of Massachusetts explains very aptly the wherefore of New England's industrial greatness:

"While the geographical position of New England, so far as raw materials and fuels are concerned, is not as advantageous as that of some of the interior and southern states, it is more favorable when we come to consider the close proximity to ports handling overseas and intercoastal trade, and the large consuming populations residing in and adjacent to New England. Add to these material considerations the large body of skilled workmen; the possibilities on the St. Lawrence and in Canada of almost unlimited hydro-electric power which can economically be transmitted over long distance lines; the inventive genius, the able management and the almost unlimited wells of capital; a climate conducive to high efficiency; with the location in our midst of many of the greatest markets in the world; with a veritable network of rail lines leading to the finest harbors on the Atlantic Coast; with the highest proportion of hard-surfaced roads of any section of the Union; with the advantage of an early industrial start; with the firmly established reputation of our manufacturers for fair and honest dealings with their customers, and it is clearly seen that we have peculiar advantages which other sections of the United States do not possess and which they cannot well overcome."

You can be assured of an even, steady flow of business the whole year 'round in New England, as labor conditions in general are satisfactory, and disputes and strikes are the exception rather than the rule. Another reason for this assurance is the diversity of industries in most towns. Some of our stores situated in agricultural districts often suffer when crops are poor; others, situated in mining communities, reflect in their sales reports the relationship between miners and operators. In New England, however, you will find very few one-industry towns, and a strike or temporary shut-down in one industry would not affect the business of the town in general.

Our Policies Will Appeal

Our type of store is somewhat new to New England, but, as mentioned previously, New Englanders have long been waiting for our kind of store and once our stores are firmly established, they should attract permanent and satisfied customers. It will not take the thrifty New Englander long to realize that the J. C. Penney Company store stands for Real Value in merchandise and Economy in the family budget.

You will like New England. You will enjoy doing business with its people, and you will enjoy living there. Outdoor life in winter is exhilarating, and in spring, summer and fall a short drive along smooth roads will take you into some of Nature's fairylands. New England is rich in historical tradition also, and here and there you will see a Puritan or Colonial landmark nesting peaceably amidst the throb and hum of modern industry. And, by the way, whether or not your store is located near Cape Cod, try to read some of Joseph C. Lincoln's entertaining stories of the Cape fisherfolk.

So, Mr. Manager, if you are assigned to "somewhere in New England," be thankful for your good fortune, put your family and belongings into the 1925 equivalent of the "Covered Wagon", and cry "Eastward Ho—to New England and prosperity!"
FROM A CUSTOMER

I KNOW absolutely nothing about writing showcards, price-tags and the like. But here is the way some of them strike me, as one to whom they are intended to appeal.

In other words, I am expected to read the card with a sort of subconscious willingness to go into the store, take money out of my pocket, and pay it out for desired goods.

A box of socks is marked thus:

39¢
apair

I am interested in socks but, at the same time, I can't quite make out whether the goods near the card are to be had at 39¢ or 89¢. Why not mark the card this way?

39¢
apair

RULE I. Make figures so plain that they will actually pull the money from a man's pocket.

Across the street from the window where I stand, there is a limestone courthouse. You can get a good view of the courthouse either by turning around and looking at it or by studying the reflection in the window. One is just as clear and detailed as the other.

Now, every price-card in this window is of a light, tan-colored stock, with pale lettering, the combination making an effect exactly like the color of the reflection of the courthouse. Standing where I am, on the sidewalk, the price-cards are about as effective as a pinch of powdered sugar on a white tablecloth.

RULE II. Price-card or showcard should be of a color and carry a color of ink that overcomes the influence of reflections and the diminishing clearness of distance.

Here is a card that was probably made by a man who loves art for art's sake:

$24.75

The marks on the card, so I learn on inquiry, are intended to tell me that the price of the suit is $24.75. Why not make the card in this way, so that the $24.75 strikes me at once?

$24.75

This conveys real information to me. Hence, it seems to me that if you must have a lot of art, you should put it on another card—and then tear up the card.

RULE III. Do not confuse the issues: Get Business for Business sake but don't do Business for Art's sake.

When your aim is to tell the customer something about prices, don't use a price tag shaded in this manner:

69¢

This looks for all the world as if the man who made it was ashamed of the price.

RULE IV. If you are running a store on the Golden Rule guarantee, say what you have to say in plain figures. There is nothing to be ashamed of.

Do it like this:

69¢

Then there is the alphabet. Of all the wondrous things in business, this is the prize evolutionary exhibit. Why make letters so fanciful that the customer cannot read them? For example:

We Carry Hats

Is it Bats, Hats, Spats or Mats? However, whatever they are, the store carries them. For he says so. Why not write it this way?

We Carry Hats

RULE V. Use an alphabet that is so simple that there is no mistaking its message.

If, for art's sake, you can throw in a little fancy trimming that will not disturb the legibility of the information by more than one-tenth of one per cent—why, put it in. But don't exceed that percentage.

July, 1925
A QUOTA RECORD OF THE BUSINESS TRAINING COURSE LESSONS

By J. N. CHAMBERS, Manager at Vancouver, Washington

In casting about for an efficient and graphic method of keeping up interest in our work on the Lessons of the BUSINESS TRAINING COURSE, one of the boys in the store got up a chart patterned after the Sales Quota Record. This gives a list of those enrolled in the Course and the rate of progress attained. The chart is placed alongside the sales record so that it may be brought to the attention of every member of the sales force, each time he looks up his sales. Those of us who are behind on the job have to take a goodly number of jibes from those who are keeping up their work.

Everyone, of course, handles these matters in his own way, but I can heartily recommend our chart system as applied to the BUSINESS TRAINING COURSE Lessons. You will be interested to see how the public record reacts upon those taking the Lessons.

In most stores there are those who feel that they do not have time for mental improvement. They prefer to spend their evenings driving and attending picture shows. In order to make the load easier for those who are anxious to complete the Course and advance themselves, we have adopted the policy of reading and discussing one Lesson at each regular store meeting. This method of treatment helps every one to secure a preliminary grasp of the Lessons, for they are asked to stand up and give answers to the questions. We believe it will not be long before all are equally interested, as the Lessons deal with those things that have to do with our every-day work and are really absorbing, once you get a-going.

The Grading of Lessons

Great interest is taken in the grades received by the different students. Occasionally feelings are hurt, as it sometimes occurs that two students using almost the same language get unlike grades. This usually raises the question as to whether the examiners have a different understanding of the subject matter of the papers. I have often been asked why the examiner does not sign his or her name to the correction sheet. Personally, I feel that this would make the student feel more free to write the examiner for more detailed explanations.

For those students whose answers are somewhat disconnected, showing that they do not fully grasp the principles as set forth in the Lessons, I believe the examiner's corrections should be as detailed as possible. Right here, I might say that the Manager's knowledge and ability to explain the Lessons to these students is of paramount importance. This is another reason why the Manager should study and complete the Course. While it is not always possible for him to read over all the Lessons that are handed in to him, yet, this would be a fine thing if he could find time to do it.

Sell the Business Training Course

We spend much time studying lines of merchandise and reasons

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The above chart is a reproduction of the kind used at Vancouver, Washington. Note how quickly the record of each Associate can be ascertained

JULY, 1925
for stocking such and such a line. We can go on the floor and sell this merchandise to our customers. Why? Because we have first sold it to ourselves. Now, if we can sell this merchandise to our salespeople, it is sure to become an active line in our stores. Managers, sell the BUSINESS TRAINING COURSE to yourselves. Then, you are in a position to sell it to your sales force. Once it is actually sold to your sales force, it is going to be sold to your customers. Therefore, be sure that you have sold it in the most effective manner possible.

Can you visualize the effect on sales and good-will that will come to that store whose entire sales force has completed the Course with an average grade of, say, ninety per cent? If there is such a store in the chain, I should like to have the Manager of that store tell us about it through the columns of THE DYNAMO, for I am sure it would be an interesting story.

At our store meetings we usually have two papers, one dealing with a fabric handled by the stores and the other dwelling upon an inspirational subject. The balance of the time is given over to reading and discussions of the BUSINESS TRAINING COURSE. We vary this with actual selling demonstrations by various members of the force, starting with the salutation of the customer and going through to the completion of the sale and the final showing of new and related merchandise. We have found this to be quite effective, especially where novices are concerned, as it causes them to give more attention to the older salespeople during the day when actual sales to customers are being made. It also gets the older salespeople into a keener frame of mind, with the result that more thought is given to every customer.

**Selling Experiences Instructive**

Our salespeople often have some very interesting and instructive stories to relate about their personal selling experiences on the floor. We like to have them relate these experiences, for we believe that if we can get everyone in the store to thinking along these lines we are sure to improve our salesmanship.

We have discovered that when people begin to think, they ask questions. When they ask questions, they begin to learn. As they learn, their earning power becomes greater. With increased earning power come better facilities for increased mentality. So, after all, the greatest thing is to get oneself into the habit of thinking correctly and then applying those thoughts to the work at hand.

This is just what the Educational Department is striving for through the BUSINESS TRAINING COURSE. You can own automobiles, buy gas and oil to keep them going. You have a perfectly equipped Educational Department that you have paid for. Now let's furnish the gas and oil to keep it functioning.

---

*This smart luggage display is the work of Mr. R. W. Sprague, Pendleton, Oregon. Doesn't it make you want to travel, equipped with some of it?*
ALL FOR JULY

It is business common sense to make your trade aware of every article in the store which will contribute to personal needs, demands and comfort.

* * *

See to it that every sale of a pair of shoes moves out of your store at least one pair of hose. This may be a big contract but try for it.

* * *

Today’s task, well executed, has in it the seeds of a big job tomorrow.

* * *

Dog days should not be dull days. There is work to do and there are people to serve just the same. Let the dogs worry about the dog days.

* * *

White goods are to the fore. Try not only to meet the demand but also to increase it.

* * *

Don’t overlook the tourist trade. Let it be known to motorists that they will be made comfortable and welcome in your store and sold goods with satisfaction and a pleasant smile.

* * *

The true end of salesmanship is permanent satisfaction.

* * *

It’s the little things that count. Make your Mid-summer Notions Week count.

* * *

One of our Managers who has had a lot of experience in retail stores says that every salesperson instinctively gives better service when selling an article for cash than for credit.

* * *

First, the right merchandise. Then, along with it, efficient sales service. These produce the satisfied customer who comes back again. And as the setting for the whole business, the cheerful store.

* * *

Surely a cheerful store is a great asset. You help to make it or you do not, according as you think and fill the place where you work with the spirit of your thinking. By all means seek to make a cheerful store.
SELLING EXPERIENCES

[This article is based upon the actual experiences of our Salespeople which were related in Business Training Course papers. It is written with the hope that it will be of use in suggesting ways to handle unusual situations.—Editor]

In retail selling new problems are constantly arising, to such an extent that there should never be a time when the Salesperson feels bored with his occupation. There is hardly a sale in which some unusual and unexpected development does not crop out and call for all the ingenuity and resourcefulness that the Salesperson possesses. Selling is of infinite variety. Its possibilities for the development of mental alertness are unbounded. It is a fascinating game.

Some people come into a store and assume a challenging attitude. They claim that this article and that can be bought for less elsewhere. Now in many instances this attitude is more defensive than offensive. The customer has been imposed upon elsewhere and hence is fearful of the same treatment in our store. He needs "to be shown". It will require much patience, but it will be worth all the trouble as seen in the following incident as related by one of our Associates:

"One morning a man and his wife from a distant inland town came into our store and asked to see boys' underwear. When I had shown the underwear, the man remarked in a very loud and positive manner that he could beat our value in his small country store. I made no reply to this but went on pointing out the good features embodied in our garments. No, he wouldn't buy underwear. This same process was repeated with blue serge, outing flannel and several other articles, each time with the repetition of his former statement that he could buy cheaper in his little home-store. Not once did I dispute with this customer but sought to convince him by showing him something with which he was perhaps more familiar. I showed him overalls and work-clothes, and took him to the domestic and gingham counters. Finally, the wife came to my aid—they were charging at home 20 cents a yard for a gingham not so wide nor of so good a quality as we were showing at 15 cents a yard. He had shown some slight doubt of his position when I had shown the overalls and now he turned to his wife with "Are you sure?" In a few minutes they were buying gingham, then domestics. Then we went back to the boys' underwear and to all the other articles at which they had looked, even going the third time to the blue serge, before its value was recognized. But before this customer left the store, he had purchased every disputed article as well as several more suggested articles."

The more a Salesperson knows of the service points of an article, the better equipped he is to sell. He becomes more useful to himself as well as to the Company if he increases his knowledge of the goods. This is so strikingly self-evident that it is surprising how large a number of Salesmen overlook and neglect this phase of their development.

Occasionally the sale of a requested article can be made by selling an associated article first. In other words, suggestion salesmanship sometimes can be most effectively used to save a sale. This is a phase of selling which has not been dwelt upon as much as it might have been. Here is the way it was done by one of our Saleswomen:

"Ordinarily, we sell first what the customer asks for and then the articles suggested; but sometimes we sell first the associated article and then the article requested. Here is such a case. I was showing a woman dresses, and tried to pick out those I thought would be becoming to her and fit her. Finally, I brought out the one that was exactly like what she had in mind. The color, style and price were just what she wanted. I suggested that she try it on. She consented but, to her disappointment, it was too small through the hips. She became quite provoked at herself and remarked that she did not know she was getting so stout. She was very much disappointed that she could not wear the dress. Instead of urging her to try on more dresses, I asked her if she had ever worn our make of corset and, if she would let me show her some new models just received. I chose a suitable model and proved to her that, in wearing this style of corset, she could wear the dress very nicely. She was very much pleased and decided she wasn't getting stout after all. The result was that she bought a corset, dress and also a pretty petticoat."

JULY, 1925
The WRONG WAY
Picture No. 1

To the right is a window trimmed according to old-fashioned ideas. Note the crowded effect and also how the large price tickets give a cheapening appearance.

HOW TO T

By JACK T. CHORD, Window

THE art of trimming windows and displaying merchandise has changed considerably in the past two years, yet we find many of our stores still trimming their windows the out-of-date way. We are glad to say, however, that this number has lessened in the last years, but why can’t all of our stores be abreast of the times?

First of all, let us look at picture No. 1. It represents kind of windows that were considered good twenty years but times have changed. A window like that now-a-days not attract favorable attention as it represents a store that is out-of-date and only exists on its former reputation. So none of our stores wants to get into that rut, yet we hear people say, “What is the matter with that kind of window? We built up a wonderful business and, if it was good enough for customers then, it is good enough for them now.”

There is where the public fools you. It is not good enough for them now. An old adage says that the windows are eyes of a store. If so, the soul of a store is reflected in its windows. Naturally, your public is going to judge the charm of your store by your windows and, if it is too cheap for them, they are going to shop elsewhere.

Not even the fact that you can save them money is going to stop them, for your public is very human and human people do not want to be ashamed to tell their friends where they buy this or that. They want to be proud and we should strive to have the public in every town or city where we have a store proud of the fact that they have a J. C. Penney Company in their community.

The old idea of trimming windows can ruin a store. It is necessary to put in a new front (of course that would be wonders) if you will only get rid of old, passé fixtures. Get some new ones and then start trimming your windows picture No. 2. The results will astonish you.

You say that you do not like to trim your windows that way because you cannot get a representative showing of your merchandise in your windows at the same time. This is just what you should not try to do. It is better to change your windows oftener than to try to show everything in them at a time, for then you have just what picture No. 1 represented—a little bit of everything and not much of anything.
The RIGHT WAY
Picture No. 2
To the left we have the same merchandise used in No. 1 but arranged by units and tagged with neat, small tickets. Isn't it a great improvement?

WINDOWS

In Advertising Department

A trim is suggested for smaller articles. Larger articles wear, ready-to-wear and silks should be allowed more unit, of course, would be sufficient if only two or three were being shown.

Taking the subject of unit trims, we hear the old war-inability to make the merchandise look like anything window. Pictures Nos. 3 and 4 demonstrate the truth of this, for in No. 3 we see a unit of shirts which we think would tempt any man to buy a shirt, yet who at No. 4? It represents a clean-cut, neat, well-arranged fixture. The same fixtures have been used and the same shirts have been shown, but what a difference! It proves that if you do not know how to handle merchandise you will have difficulty in arranging a window.

At the last two pictures, just what do we find wrong? The pictures are self-explanatory as they exemplify the wrong ways of using window accessories. Let us pick up to pieces that is the matter with picture No. 5? How did you intend to have flowers grow? Surely, not a wall, à la sample room.

Flowers remember to use them as nearly as they would be found in a garden. Take the picture Not in any garden, hot-house or anywhere are the roses, dahlias, lilacs and ferns growing on a way. If you should find them, they will be together and not scattered. Should you cut a bunch of flowers from home, you could put them all in one vase, one? Surely, you wouldn't put each individual flower and have about twelve different vases placed about Picture No. 6 shows the same flowers used in a neat way, they look better:

If the branches of trees are used in a window, it is proper to pin them on the background as then you nearest resemblance to Nature possible in a window. I say that many artificial flower houses make set which they use flowers which would never be found that is the true, but remember, they have elaborated over to obtain a decorative effect and while you would that flower in a garden, (Continued on page 24)
Why should the man complain of results who persists in making his lemonade without lemons?

THE SPIRITUAL AND THE ECONOMIC

The educated man must recognize and knit into his view of life the undeniable physical basis of our world. He must accept at their just worth the economic forces which so largely mold the form in which our civilization is cast.

But he must then make clear to himself the supreme place in human life occupied by the plenitude of spiritual forces, disclosed in beauty and art, in literature and law, in ethics, and, above all, in religion.

—President J. R. Angell, Yale University

ORGANIZATIONS FOR MUTUAL BENEFIT

The illuminating article contributed to the May issue of The World’s Work and written by Merle Thorpe, Editor of The Nation’s Business, is one of many instances of the specialist placing himself at the disposal of the man of small affairs. It will undoubtedly eventuate that Mr. Jardine’s work as Secretary of Agriculture will result in benefit to the small farmer as well as to the man of extensive agricultural interests and for the reason that he is getting at the problem in a logical, business way.

The spread throughout our country of the commercial club idea is another instance springing from the same inspiration. Business men are beginning to realize that their interests in the community are mutual and friendly, not separate and antagonistic. And, therefore, we are surrounded on all sides by an activity springing from the recognition of this mutual interest, which means that business will, in time, be purged of undesirable practices and the service of men to one another and to their community will be paramount.

It is to this end that the Chamber of Commerce of the United States is functioning at Washington. This is a national chamber, conducted for service to its members in Departments of Research, Production, Foreign Commerce, Finance, Domestic Distribution, Civic Development, Protection of National Resources and Transportation.

The work of that organization is an illustration of the fact that men of wide experience in executive lines and matters of production are seeking to place their findings at the disposal of all who are interested in any phase of commercial activity. No man, then, whatever his business calling may be, need remain in ignorance of the fundamental principles of his business nor of the national or even world-wide conditions which may influence it favorably or unfavorably.

We purpose, as occasion arises, to make it possible and practical to place before our Managers such information concerning local and national movements as will prove practical in the conduct of our affairs. In the presence of so widespread and scientific an investigation of business, we certainly should take advantage of such findings as will enable us more perfectly to adapt our policies to the needs of the communities in which we do business.

—Roy H. Ott

THE UNIVERSITY AND THE BUSINESS MAN

There was a time when the university limited its colleges to the fine arts supported by the long-recognized academic studies. It was not a part of the university’s work to provide to the so-called practical affairs of life any particular contribution.

For a decade or two past, all this has changed. It is recognized that business is as much an art as an art must necessarily become a business. In consequence, the best schools support courses in commercial education. Many, if not all such schools, are profitable. Along with the development of the faculties necessary to conduct these schools, there has come a change in the recognition of the meaning of business education. In consequence, business may be said to have come into its own as a subject of college training.

Business has also come into its own as a subject worthy of academic recognition. Consequently, for some years past it has been a part of the record of universities to graduate with degrees men and women specializing in commercial courses. Furthermore, commencement occasions have been marked by the bestowal of honorary degrees upon men who have won their entire recognition to them through commercial callings.
RAISING CROPS FROM IDEAS

THE message on the first cover page of this issue of The Dynamo is no exaggeration. Therefore, it is not unsound. Everybody who reads should secure a yield of ideas. Otherwise, the time invested in reading is a loss.

Ideas are of no possible benefit until they are put into activity. Many a man has become learned at a considerable expense, whose ideas are never applied and who is an uneconomic investment to his times. On the other hand, many a man has been inspired and instructed by a single simple statement, which has led him to turn a simple idea into a practical unit of universal utility. Hooks and eyes, button-hooks, eyed needles, putty knives and a thousand other things have come this way.

No man, looking at a Castor Oil bean, would ever guess, from the size of it, how big a plant it makes when exposed to the opportunity of soil, moisture and sunshine.

So with an idea. Expose it to the opportunity of the business, the store and the customer and, if it is sound to begin with, the growth it will make will be surprising.

Therefore, 5500 readers should receive from this issue of this magazine 5500 ideas. There will naturally be some duplicates. But as no two minds ever look at the same idea in just the same way, the score (5500) is fair.

Don't miss your idea in these pages.

* * *

A NEW BOOKLET

THE J. C. Penney Company has issued a booklet on the life and work of the new Secretary of Agriculture. This article is reprinted from The World's Work by permission of Doubleday, Page & Company, Publishers.

A copy of this booklet has been sent to each of our Managers. The size and style of this publication will be maintained and used from time to time, as occasion seems to warrant, for the issuing of messages on questions of national and commercial importance.

We suggest, therefore, that these booklets be filed for further reference. They will, in time, constitute a library of valuable record of fundamental factors in business. The study of such documents is important in the interpretation of business movements and cycles.

* * *

I DO believe that the farmer has been the most over-advised man on earth, and yet I do believe that business needs to interest itself in the agricultural problem. Sometimes I think business needs to be shown more about agriculture than the farmer needs to be shown about business.

—CARL R. GRAY, President of the Union Pacific
SUMMER IS HERE! WHAT SHALL WE DO ABOUT IT?

By E. F. TINKER, Educational Department

THE wise man enjoys health the year around!
Summer is a healthy season. Observe a few simple rules and the proof stands forth. Here they are:
1. Eat sparingly.
2. Eat less meat and more fruits and vegetables.
3. Avoid iced drinks.
4. Get plenty of sleep.
5. Don’t hurry.
6. Bathe the face often in cold water.
7. Don’t worry.
The weather should be barred from the conversation of every J. C. Penney Associate. It is as dangerous a topic as personal health. And you know all sanitariums forbid discussions of health among patients. It’s too much like having a motorist lean far out to watch his own wheels spin. He’s soon off the main highway, or out of commission altogether. The weather is one of the inevitables of life and should be accepted as such. If you don’t like it, IGNORE IT! Better still, like it and make the most of it.

But now let us suppose that we, the J. C. Penney family, are really different from other folks and that we are willing to adopt a sensible health program for the summer. What shall it be?
The rules just given are good—but unless we understand WHY, most of us will fail to get all the good from them that they contain. So let us revise the list to read:
Eat wisely and sparingly.
Sleep sufficiently.
Exercise moderately.
Think wholesomely and CONSTRUCTIVELY.
Every rule affects the others. If we overeat, additional sleep and exercise are required, and the mental effort is lowered. If we lose sleep, we cannot concentrate on the others. If indiscreet in exercise, general inefficiency results. However, if the last rule is carefully observed, the other three may be more skillfully managed.

Let the hot weather come. We can’t stop it. Don’t try to. Forget it. Be as comfortable as possible and help your customer to think about other things. If he fumes and fans at your counter, suggest cool clothing and comfortable situations for him. Incidentally, one of the best “cures” for hot weather is to get so busy at your job that you forget the passing of time and sun. Get off the weather treadmill. Talk shop. Fill the mind with USEFUL, profitable plans for the day.
Let us agree then, that CONSTRUCTIVE THINKING shall head our list of summer rules. And it, too, will become a habit if the other three rules are even fairly well observed. Create a reserve—in physique, vitality and MENTALITY. In the broadest sense of the term, KEEP COOL. And a well-ordered mind serves the purpose far better than cold drinks and sympathetic grumbling.

Most folks know how much to eat, how long to sleep, how much exercise to take and so forth, but they are not prepared to COMPEL themselves to do their BEST.

“"As a man thinketh, so is he."
It isn’t even necessary to repeat—"Every day in every way——"
This is really the good old summertime—the busy days of reaping and harvest. Keep fit for each day’s task by sensible living, and help others to enjoy the weather—even the hottest days—with you and THROUGH you. This is the first and most important rule of health for summer.

You Never Can Tell

THE following extract from a letter received by Mr. Glen G. White from Mr. Nelson E. Frissell, who is constructing a new storeroom for us in Gardner, Massachusetts, shows how necessary it is that every one of our customers be received courteously and served properly. One can never tell what the reaction will be for other departments.

It reads as follows:
"I am sold on the J. C. Penney Company scheme of merchandising since my visit to Arkansas and Oklahoma. I went into the J. C. Penney Company store in Fort Smith and bought six neck-ties for eighty-nine cents apiece, for the equal of which I should have paid one dollar and a half in Gardner. I also bought a razor-stopper for about two dollars which was a better one than I paid five dollars for a short time ago. I bought a curling iron with four attachments for a ridiculously low price. The man who waited on me seemed to be very anxious to sell me. I never got better attention in a store in my life. I went out of curiosity with the idea of buying only a neck-tie and before I got through I had spent nearly ten dollars."

JULY, 1925

Meet Mr. Average Customer and Find Out Just What He Buys

A KANSAS CITY, Mo., newspaper, the Journal-Post, has been finding out things about the "average customer." Figures gathered from stores in that city catering to a high class of trade, and those selling low-priced merchandise, are compiled, and the results are given for what they are worth in the following table on average annual and women's wear purchases of the "average customer."

WOMEN'S WEAR

<table>
<thead>
<tr>
<th>Item</th>
<th>Number Purchased Per Year</th>
<th>Average Cost Each</th>
<th>Annual Purchase</th>
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<tbody>
<tr>
<td>Brassieres</td>
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<tr>
<td>Corsets</td>
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<td>Hose</td>
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<tr>
<td>Wool Skirts</td>
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<tr>
<td>Underskirts and Slips</td>
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<td></td>
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<tr>
<td>House Dresses, Aprons</td>
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<td>Wood Dresses</td>
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<tr>
<td>Silk Dresses</td>
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<td></td>
<td></td>
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<tr>
<td>Waistbands</td>
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<tr>
<td>Gloves</td>
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</tbody>
</table>

SILK UNDERWEAR .50 3.30 15.75
Muslin Underwear 9.5 5.09 11.28
Shoe Repair .12.1 .70 8.47
Nightgowns, Pajamas 3.8 2.97 11.28
Suits 1.05 56.41 59.23
Hats .34 10.39 35.63

The next table gives the same information about the male shopper:

MEN'S WEAR

<table>
<thead>
<tr>
<th>Item</th>
<th>Number Purchased Per Year</th>
<th>Average Cost Each</th>
<th>Annual Purchase</th>
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</thead>
<tbody>
<tr>
<td>Handkerchiefs</td>
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<td></td>
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<tr>
<td>Shoes</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Caps</td>
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<td></td>
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<tr>
<td>Hats</td>
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<tr>
<td>Undergarments</td>
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<td>Shirts</td>
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<td>Hose</td>
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<td>Suits</td>
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<tr>
<td>Gloves</td>
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<tr>
<td>Collars</td>
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<tr>
<td>Overcoats</td>
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<td></td>
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<tr>
<td>Ties</td>
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<td></td>
<td></td>
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<tr>
<td>Nightshirts and Pajamas</td>
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</tbody>
</table>

FROM THE SOUTHWEST MERCHANT ECONOMIST AND DRY GOODMAN
BUSINESS TRAINING COURSE TRIBUTES

I am very glad to have had the opportunity to study this Course. I will be frank and say that when I first started it was not very much enthused. I thought that I would not have the time that should be put into it. I am glad to say, however, that I was willing to make an effort and I did so. After the first or second lesson I began to realize what a wonderful thing had been put before us, and I was only too glad to give it attention at odd times, and have got a great deal of good out of it.

The one thing that has impressed me more than anything else is the practical side of this Course. It fits so well into our every-day business life and is a part of our own system. I believe that every man in the J. C. Penney Company stores should be willing and eager to finish this Course just as quickly as it is possible for him to do so. There is something in every lesson that can be applied in our every-day business life, and this, after all, is the sort of a Course best suited for our purpose.

—V. L. Horn, Mgr., Marshalltown, Ia.

Thanks very much to the Educational Department for the Business Training Course. I enjoyed it and got some valuable pointers from it. I now see things in myself that I had never noticed. These alone will be invaluable to me not mentioning all of the other good things.

—F. L., Colfax, Washington

I have finished my seventeenth and last lesson in the Business Training Course. I started the Course shortly after joining the Company here at Olympia. I had high hopes as to the benefits to be derived from the Course and promised myself that I would finish it in less than schedule time.

As to the benefits derived, my hopes were fully warranted. I have benefited greatly through taking the Course and think every man in the Organization should be required to take it.

I could not bring myself to send in a lesson unless I had given it a great deal of thought, time and preparation. Nor am I sorry that I felt that way about it because I feel that I have got a great lot more out of the Course than if I had merely tried to "skin" by. The answering of the questions, to my mind, is the most valuable part of the Course.

I thank the Educational Department for the excellent Course which has been given us.

—T. S. M., Jr., Olympia, Washington

Although it has taken me a great length of time to finish the Business Training Course, I can assure you that it was not from lack of interest as I have enjoyed every lesson.

I have been greatly benefited in more ways than one through the study of this Course and I now practise many of the things I have learned.

No Associate can really study the Course without becoming a better J. C. Penney Company man or woman and also better fitted for his job.

I thank you for the Business Training Course and want you to know that I truly appreciate it.

—L. W. S., Elkhart, Indiana

Self-control must be especially developed by the J. C. Penney Company salesman because in dealing with the cantankerous customer, it is only too easy to lose one's temper and fall short of giving J. C. Penney Company service. In the absence of self-control the Golden Rule is forgotten. There are always trying situations that require cool judgment and tact, neither of which can be exercised in the absence of self-control. Self-control must be developed because in all our relations with others, it is the measure of our own force of personality. If we have not self-control, we cannot hope to control anything or anybody.

Co-operation (our relation with others) for the same reason must be developed. We are constantly working with others; that necessitates co-operation. It brings personal happiness and makes friends. Results can be obtained only when all pull together. Co-operation must be especially developed by the J. C. Penney Company salesman because it is the keynote of the whole organization.

—J. P. St. J., Grove City, Pa.

It is necessary to develop daily the eighteen characteristics below named to round out a personality that will stand the test.

1. Spiritual, Mental and Physical Activity.
2. Ambition to achieve better things.
3. Carefulness in all things both great and small.
4. Cheerfulness under all conditions.
5. Common Sense in all actions and in the application of theories.
6. Co-operation, whole-hearted, with all our business and social Associates.
7. Courage to do right and conquer evil in ourselves and combat it in others.
8. Courtesy under trying circumstances as well as under pleasant ones.
9. Economy in all things such as in the proper use of our money and time.
10. Attention to Health and right living.
11. Healthfulness.
12. Honesty, primarily with ourselves, for he who is honest with himself will be honest with others.
13. Industry, for only the idle are discontented and unhappy.
14. Initiative, since one real, true, big idea of our own is worth a hundred borrowed from others.
15. Knowledge, wherein lies the dynamic power of the ages.
16. Loyalty, the true test of selfishness, co-operation and honesty.
17. Lucidity, the power to express the best that is in us so that even the child will not misunderstand.
18. Tact, that wonderful trait whereby we make and retain friends, eliminate friction and oil the wheels of social intercourse and business activity.

—L. W., Store No. 217, Portland, Oregon

Here is a fine display of Notions which drew favorable comment at Watertown, Wisconsin. It increased the Notions business of the Store also.
Just a few minutes before 6 o'clock one afternoon, two ladies came in and asked to see our dresses. After looking at all our dresses, they found several they wanted to try on. One of the ladies was elderly and very exacting. As she tried on the second dress she noticed that the doors were closed, and only the Manager and the Cashier were in the store.

"Well," she said, "I see the other girls have gone home, and I can come back tomorrow and try on some more dresses, as I know you want to go home."

"I am not in a hurry, and I want to help you find a dress you like," I replied.

She tried on two more, decided she liked the third one, and tried it on again. She finally decided on the dress, a voile, and after trying on two blouses, bought one. The lady with her mentioned that she intended buying a dress, but would wait until the next time. I insisted on showing her a dress. She tried on one, and bought it. Now both the ladies are good customers. Thus by being patient with the ladies, although it was past quitting time, I made a nice sale, and made permanent customers of them.

-Mrs. J. E. G., C狄iscana, Texas

A short time ago a young man entered our store and purchased a pair of shoes. On returning from the shoe department, we passed the overcoat rack. I asked him if I might show him some of our new overcoats. He consented and tried on one or two, but told me he had looked at some overcoats in a larger store that was holding a sale on overcoats at $24.50, our price being $24.75 on the coat that appealed to him. I explained our method of purchasing coats, also the cash-buying advantage.

He remarked that he and his mother had partly decided on the other coat, so I asked him to permit me to put the coat to one side, urging him to bring his mother in to see it. This, he said, would be all right, so the following evening he and his mother came in. He tried on the coat but his mother said she thought it best to look around a little more. I then explained to her, as I previously had had to do with the young man, why we could sell her the coat, a better value for less money than could be secured at any store, asking her to examine the workmanship, the weight and the style of the coat. Then I explained the quality and the service the coat would render.

She admitted that it was a good garment and also that the price was reasonable, but she stated that the coat offered on sale was also a very good value and the man showing it had told her they were closing out for good and selling the coat at a loss of money to the house.

I said, "Just a moment, Mrs. J., I have the paper here with an ad. covering the special sale you mention. You will note they offer men's overalls at $1.75 a pair. Our regular price on this garment, a 220-ounce denim, is $1.49. Then here is advertised Pequot sheets, 81 x 90, special $1.98 each. Here is one of our sheets at the regular price of $1.79, a saving of 38c a pair, or 10% on your money. Now, Mrs. J., I am fully convinced that we cannot have real competition either on price or the quality of our merchandise, and I really feel assured that you feel that same confidence. One more argument in our favor is that we do not intend to go out of business and should this coat not meet your expectations in service, we shall still be 'on the job' and more than willing to make it good."

She then said, "Oh, I like it very much. I think I shall take the coat, but I thought the sale price would make the other coat a better value. I also like the confidence you show in your policy and your merchandising and expect the coat to render service in accordance."

-S. O. E., Anaconda, Montana

I know a man who feels that he must eat sweets if he cannot smoke during business hours. This man spends fifteen cents for chocolates every day, and his wife insists, if he must have candy, so must she, so he brings her twenty-five cents worth of candy every evening. This is an expenditure of forty cents daily, which amounts to one hundred and forty-six dollars a year. This sum would buy 73 pairs of silk hose at $2 a pair, or 365 pairs of men's silk socks at 50 cents a pair, or three dresses at $25 each, 3 pairs of shoes at $8 a pair, 2 hats at $5 each, one hat at $10, 3 pairs of gloves at $2 a pair, one silk petit point $3, one corset $6, and 2 silk combinations at $5 each.

It would pay the grocer's bill of $21 for seven months.

It would pay the butcher's bill of $12.17 for one year.

It would buy fuel for three families in California for one year.

If deposited in the bank for five years, the money would earn sufficient to make a good payment on a man's first partnership interest in the J. C. Penney Company.

-E. A. W., Pentaluna, Calif.

I was called over to assist in the ladies' shoe department the other day and had to wait on a lady who appeared tired out. It was a very hot day. She asked for an old lady's comfort shoe, size 6. I brought forth the shoe asking her if she could not persuade the old lady to come in and be fitted. To my surprise, she said she wanted it for herself. I told her I thought she said an "old" lady's shoe, at which she melted. I fitted her with a different shoe, more dressy and yet comfortable, so that she went away pleased. I believe that just a little flattery sometimes is justifiable.

-E. A. N., Salem, Oregon

I happened to have a customer for a lady's coat not long ago. I showed the coat to her and she liked it very much. It was the first time she had been in the store and she wanted to look around. I could see that she was skeptical of what I had told her of our history. This happened to be the Saturday when the October American Magazine came out with the history of Mr. Penney in it. I explained to her that money could not buy that write-up and it was only because Mr. Penney had accomplished what he had and had always stood for the highest ideals that the American Magazine would publish his story, because they wanted the world to know just what Mr. Penney is like. The customer was a reader of the American Magazine and seemed to be so impressed that she purchased the coat which was $39.75. Had I not held on and tactfully impressed our Organization more vividly upon her mind, I feel quite sure she would have gone out and perhaps another salesman would have sold her a coat elsewhere.

-R. C. B., Hanover, Pa.

* * *

The Wenatchee, Washington, Store made a splendid showing with this float

JULY, 1925
Graduates of the Business Training Course

Knowledge is power only when it is properly used. We trust that not only those graduates whose names appear on this page, but that all who take this Course, may fully appreciate its value as a stepping-stone toward greater usefulness and increased efficiency.

Charles F. D. Baptist, Missoula, Montana
August Berglund, Willmar, Minnesota
Fannie Boyle, Clovis, New Mexico
F. M. Buffington, Bell, California
Mrs. H. B. Carden, Abilene, Texas
Raymond L. Carter, Missoula, Montana
Luelle Hofer, McCook, Nebraska
J. M. Hovey, Ventura, California
Hildling R. Lund, Marshalltown, Iowa
Thomas S. Morrison, Jr., Olympia, Washington
Mrs. A. C. Pearson, Boulder, Colorado
R. F. Perkins, Independence, Kansas
Charles W. Pierpont, Sherman, Texas
C. A. Priess, Grand Forks, North Dakota
Aubrey A. Richard, Wilmington, North Carolina
Aillene Rought, Clovis, New Mexico
Irving D. Sill, Oshkosh, Wisconsin
Fae Walkup, Wray, Colorado
Paul L. White, Sterling, Colorado
Marion E. Whitman, Ironwood, Michigan
Harold J. Wirtz, McMinnville, Oregon
Tom K. Zuber, Lima, Ohio
Watch Our Building Grow

PICTURE No. 3
(left)
This view of our new building was taken May twenty-first and shows the first three stories of the steel work. Thirty-third Street is in the foreground.

PICTURE No. 4
(right)
Note the extraordinary progress on the building between May twenty-first and June fourth when this picture was taken. The structure has risen to impressive proportions.

How to Trim Windows

Continued from pages 16-17

should you find it, it would most probably resemble their particular attempt to reproduce it as it might grow.

Velours and material are also hard to work with, but in their cases just one thing is necessary—always pull tight the material you are placing over a pedestal; pleat it at the top and bottom, and, if necessary, pin it in place, BUT PULL IT TIGHT. The only exception is when you are draping a piece of goods from the background to a pedestal, or from a pedestal to the floor or to another pedestal.

The beauty of a window can be ruined by small things. If anything looks bad in a window, it is to see a bit of velour or material placed over a fixture in order to cover it. Another thing, always turn in your selvage edge. The only time it is not necessary is when another piece of material is going to be used next to it.

Velours and flowers are actual necessities for good window trimming and if each store would purchase only a few well-chosen flowers each year, they would find that the expense would be light. Do you know that some of our stores have not purchased new flowers for years and that others spend over a hundred dollars each year on new decorative effects for windows?

In conclusion, how much are your windows worth to you? If they are worth anything, why not try to make them up? Try the unit method of trims for a while; you will find your windows much easier to trim and they will appear much more attractive when trimmed. By buying a few well-chosen flowers, velours and fixtures, you will make your units much more interesting and you will find that people will soon begin to talk about your displays, and this is just what you want. Once people start talking about your displays they will also talk about the values that the J. C. Penney Company offers to the community. And what more could be expected from the windows of any store?
TRADE TENDENCIES

This page is given over to subjects of timely interest which are reprinted from many of the leading trade journals.—THE EDITOR.

BUSINESS IS GOOD

Complaints as to unsatisfactory business can usually be discounted. Business is never as good as most of us would like it to be. Seldom do conditions come up to expectations. Following the elections of last November, there was prevalent a belief that business was going to boom. This did not develop; and very fortunate it is that this was the case, for there is nothing sound or really desirable about a boom. This is clear enough if one will recall the boom periods of the past or will consider what it is that creates a boom.

—Dry Goods Economist

*LACES TO THE FORE

Allover laces, particularly those on a net foundation of ecru, over a colored slip of taffeta or wash silk, are very much to the fore. Filet, Irish, Chantilly and various allovers are represented in these delightfully summery creations which only need the stimulus of a few warm days to make them “go over the top,” in the opinion of buyers. Most of these lace frocks are ribbon trimmed, at least sporting a ribbon flower and attached streamers.

—Northwest Commercial Bulletin

* * *

MOVING HOSE

Only a few years ago business papers in the shoe industry commenced urging their subscribers to push hosiery with shoe sales. There were many good reasons why shoe dealers should sell hose, and many of them took hold of the idea with alacrity.

It was somewhat surprising, however, to learn the astonishing success some merchants have had selling hose with shoes. Reports received in this inquiry ranged from the unusually low figure of 5 per cent to the maximum of almost 100 per cent. More than half of those who sell hosiery reported selling a pair or two with shoes in more than 25 per cent of the shoe sales. Nearly a third were successful in selling hosiery with shoes in more than half the shoe sales, while about 15 per cent were able to place hosiery in more than 90 per cent of the shoe sales.

—Southwest Merchant Economist and Dry goodsman

* * *

BRIEF DEFINITIONS OF HOSIERY TERMS

Cashmere—Fine knitted yarn spun from soft wool.

Seamless—Knitted circularly in one piece.

Full-fashioned—Knitted flat, shaped in knitting, with seams where webs are sewed together.

Double Sole or Heel—An extra thread added in knitting these portions; does not mean two thicknesses of material as a rule.

Lisle—Long fibre cotton, tightly twisted and nap removed.

Spun Silk— Recovered from silk floss, in cocoons, husks and waste in reeling.

Merino—Cotton and wool mixture.

Boot and Shoe Recorder

* * *

A DEFINITION OF SELLING

Selling is telling. Shoot straight, hit hard, everlastingly hammer your story home and the sales will come.

There isn’t any luck in it. Work is the thing; good, earnest, honest, concentrated work, hard work . . . work in the right direction . . . work with brains . . . but everlastingly, persistently, continuously work.

If it required no brains, no energy, no work, there would be no glory in achievement. Reinforce yourself with steel-hooped, copper-riveted, well-directed energy and intelligence and knowing what you want to do, do it. Work wins . . . you can’t beat it.

—Henry Ford

* * *

HABITS

Habits are powerful things, and they are formed so easily that it is difficult to realize one is being formed until it has grown tentacles and has a strong, almost a strangle hold on one.

—Polly Penn in the Southwest Merchant Economist and Dry goodsman

* * *

WHAT IS SURAH?

In view of the promised style revival of surah the following definition of this fabric given among others by the Boston Better Business Commission, in a booklet entitled “Facts for Shoppers,” should prove interesting to retailers of silks:

“A light, soft and flexible silk with fine organzine warp and tram filling. Usually, surah comes in a twill weave and the better grades are reversible. The heavier weights of surah have been known as ‘silk serge.’ Surah, unless it is overweighted, it wears well.”

—Northwest Commercial Bulletin

* * *

“How much for current?”

PEOPLE WANT TO KNOW

One important point to remember in selling electrical heating appliances: The public wants to know the operating cost as well as the purchase price. So why not write on the price tags the cost per hour for current used by a given electrical heating appliance? In window displays, too, the cost per hour should be featured. With electric current selling at lower rates than ever before, the low cost of operation is one of your strongest sales points.

—Dry Goods Economist

* * *

CUSTOMERS EXPECT YOU TO BE INFORMED

“Is this all silk?” a customer inquired of a saleswoman. The saleswoman replied, “I think it is.”

“I do not think it is all silk. It could not be at this price,” the customer argued.

Naturally, friction created in this way between customer and salesperson resulted in no sale being made, and the customer leaving the store in a disgruntled mood.

The material was not all silk. But if the salesperson had said that it was not, and at the same time pointed out the excellence of the material, the fact that being part cotton made it strong and serviceable and that at the same time it had a high class, silky look and was a wonderful value, a sale would probably have been made.

—Southwest Merchant Economist and Dry goodsman

* * *

BUTTONS HOLD THEIR OWN

Fashion cables from Paris say buttons will continue to be freely used as trimming for another season. It is said buttons are being used extensively on garments for sports wear. Talk in the primary market is to the effect that covered buttons will also continue in strong demand.

—Northwest Commercial Bulletin

* * *

THEY NEED IT

The evening lesson was from the Book of Job and the minister had just read, “Yea, the light of the wicked shall be put out,” when immediately the church was in total darkness.

“Brethren,” said the minister with scarcely a moment’s pause, “in view of the sudden and startling fulfillment of this prophecy, we will spend a few minutes in silent prayer for the electric lighting company.”

—Boston Transcript

JULY, 1925
Two Classes of Advertising

By HARRY D. PROCTOR, Associate at La Grande, Oregon

ADVERTISING is generally recognized as a motive power of business activity. And by means of this power the wheels of progress are set in motion and establish in the minds of the public some definite idea of an organization.

Hand in hand with advertising goes salesmanship, for it is through carefully-planned advertising that we obtain our opportunity to apply salesmanship. Advertising may be in the form of printer's ink, over-the-counter publicity, or window trims, but, in whatever form it is used, analysis reveals it to be the underlying factor in bringing about sales.

Advertising may be divided into two classes, namely, Direct Advertising and Institutional Advertising.

Direct Advertising has for its purpose the bringing of merchandise to the attention of the public. This is accomplished by means of printed advertisements in newspapers, circulars, periodicals, pamphlets, cards, folders, and inserts. Printed advertising is the resourceful merchant's most powerful weapon. With it he has access to every section of his trade territory, to city homes and distant farms as well. It is through wise and careful use of the mails that more than one business, hitherto unknown, has grown to huge proportions.

Innumerable firms rely entirely upon mailed advertisements for their business. In this group we find the large mail-order houses which spend great sums of dollars annually to place their merchandise before the public by means of catalogs and pamphlets. Without the help of retail salesmen these houses reach out and find customers in every part of the globe.

Institutional Advertising aims to establish the confidence of the public in a business organization. It, too, can be propagated in printed matter sent through the mails, in windows and in over-the-counter sales-talks. It fosters in customers faith, confidence and good-will towards a store. People enjoy being told of the service we endeavor to render and of the quality of merchandise we sell at prices which are as low as possible. This sort of advertising acts as a stabilizer. It works quietly, unseen and unnoticed.

We can all increase store sales-volume by studying our advertising and institutional units and talking them convincingly over the counter. Advertising, definitely planned and energetically followed up, will always be a sales-builder.

Chain Store Age

A NEW monthly business magazine, known as Chain Store Age, made its first appearance in June. It is designed particularly for chain store executives.

The first issue carries some pertinent titles:

HOW I REGARD THE CHAIN STORE OUTLOOK

An interview by H. T. Parson, President, F. W. Woolworth Co.

SOME NEW FACTORS IN CHAIN STORE LEASING

by C. C. Nicholls, Jr., Vice-President, A. Schulte, Inc.

GETTING THE MOST OUT OF OUR WINDOWS


HOW WE HANDLE DELIVERIES FROM WAREHOUSE TO INDIVIDUAL STORES

by N. E. Whittemore, of The Ginter Co.

WHAT WE DO TO SECURE GOOD MEN

by R. H. Folger, Director of Personnel, W. T. Grant Co.

Issued monthly ($3.00 per annum), by the Chain Store Publishing Corporation, 93 Worth St., New York City.

This beautiful float won a prize for the Guthrie, Oklahoma, store.

JULY, 1925

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Suggesting A Substitute

By F. S. WILLIS, Associate at Galesburg, Illinois.

SUGGESTING a substitute is often a delicate matter. It depends on the type of customer and the item called for, and it requires a great deal of tact. Some customers welcome suggestions while others resent them.

The opportunity for suggesting a substitute often presents itself. No store can, at all times, have exactly what is wanted. Since this is true, it is essential that the sales force know how to sell a substitute and satisfy the customer.

While we are anxious to make a sale, the method used is of more importance than the sale itself. We might sell a substitute and yet do it in such a way that the customer is not at all pleased; on the other hand we might lose the sale and yet let the customer know we are more concerned in satisfying him than in making the sale.

It is easy enough to say that we are out of an article, thereby losing our customer and keeping our goods. Such a course requires no skill, judgment or zest for serving the customer and the Company. The salesman who has chosen selling as his work, and who is intelligently trying to learn the rules of the game, will make every effort to sell every customer, every time.

Much difficulty lies in the fact that some customers are antagonized, if you try to sell them something different from the article requested. They think that you are trying to sell them inferior goods. This may be due somewhat to that familiar slogan, Accept no substitute, but it is more likely aroused by painful memories of a previous case where the salesman talked him into buying something which proved unsatisfactory.

The positive type of person is also very hard to handle. But suppose a customer who is both suspicious and positive has called for something you do not have and, when you start to show or speak of a substitute, makes as if to go, saying he wants that thing and nothing else. Then simply drop for the moment the matter of the substitute, and in a tactful way say that if he has a minute to spare, you would like to show him some merchandise which may interest him sometime if not today.

Then tell him, tactfully, in a very few words how the J. C. Penney Company uses its buying power to the advantage of the customer. Often you may get back to the substitute article and indicate its good points. You may, of course, not make a sale but you probably will have won a confident customer and a booster for the J. C. Penney Company.

To sell a substitute requires more salesmanship than the average sale. A customer calls for a "Pay Day" blue workshirt, size 15 1/2. We are out of that size but can suggest a gray shirt saying that it will not soil so quickly and launders well. Every item has its own good points which if properly introduced will bring it into favor with the customer. It may be its color, its quality, its price, its popularity, its style or its usefulness.

Venutra, California, makes good use of wooden fixtures in this shoe display. The grouping also is well executed

New Books

PSYCHOLOGY OF LEADERSHIP*

By Dr. Henry Edward Tralle

THIS is a presentation of the latest ideas and discoveries in the realm of psychology in language that the average man—the man like you and me—can readily understand.

Dr. Tralle's purpose, in presenting this book, is to give to the average man—particularly to the young man—a knowledge of those tastes and habits which he can most advantageously incorporate in his character. While the work is primarily designed to guide and inspire the young man, yet it should prove to be a mine of valuable information and a source of infinite comfort to the older man, for Dr. Tralle takes sharp exception with those who hold that a man learns or memorizes best when he is young, that one's period of learning and constructive thinking is closed at forty or thereabouts, or that youth is pre-eminently the time of habit formation. In fact, Dr. Tralle's book throughout is written in a most hopeful, optimistic vein and should prove to be a blessing to those who feel that Nature has played them a shabby trick by bringing them into the world handicapped by faulty heredity or by inefficient mental equipment. For the author maintains that environment, not heredity, is predomi-

nantly the deciding factor in one's life, and that the average man is endowed with plenty of brain-power to take him clear to the top of the heap, if he will but learn to use it and use it continuously.

As he expresses it:

"I think it is likely also, though it is not now generally so held, that there was a sufficient plasmic basis for genius of some sort in every normal human being, and that he may become one of the leaders among men, provided he has a favorable social heredity—home, school, and community influences."

No previous knowledge of psychology is necessary in order to read this volume understandingly. However, the reader who has some previous knowledge of psychology but has not kept abreast of the new ideas in this field will be struck by the advances that have been made and the recent radical departures from the theories that were taught him. For example, Dr. Tralle says:

"Not only is there not any such thing as 'a memory' as a faculty of the mind, but there is no such thing as learning to remember by trying to remember..."

The book is replete with references to and quotations from contemporaneous psychologists, which add much to its interest and suggest fruitful fields if one is tempted to explore further the subject of psychology.

*Published by The Century Co., New York City, 234 pp.
HOW TO SELL READY-TO-WEAR

By MRS. MAE MORRISON, Associate at Great Falls, Montana

In considering the ready-to-wear department from the floor, let us analyze the problems with which we must deal, and see if we can classify them and find an answer to their needs.

The most important by far is the customer, whose needs we must meet satisfactorily. And to this end all our efforts must be directed. The customers of a woman's ready-to-wear department may be classified as the average woman, the hurried shopper or the out-of-town customer.

The average woman is an inveterate shopper and is naturally comparing our stock, prices, and qualities with those of our competitors. She is perhaps the most critical of all.

Next is the woman whom so many classify as the hurried shopper. Under this head will come the professional woman whose time is limited but whose daily association with well-dressed people has made her familiar with styles, and whose mind is practically made up as to what she wants and what she wants to pay for it.

Lastly is the out-of-town shopper, who knows the store, either personally or by reputation, and who is perhaps the hardest customer to acquire and the most satisfactory in the long run.

THE HANDLING OF CUSTOMERS

The same qualities of salesmanship apply to each type but in a different degree. To the first, price is perhaps paramount; to the second, convenience and range of selection; to the third, quality of material and service. It is not the comparison with a competitor's show-windows that brings the latter back again, but the satisfaction of a previous purchase, and the memory of a friend in the store upon whose judgment she may rely.

With these customers in mind, let us look at the department from their point of view. This department, of all others in the store, should express individuality. Style is its principal article of merchandise and style should be the keynote of its appointments.

Elsewhere in the store, the accessibility of the stock makes it necessary that the shelves be properly arranged for convenience in handling rather than for appearance. Dry goods and bulky staple articles require storage space. Smaller articles must be carried in their original containers, but in the ready-to-wear department the stock should be displayed in accordance with the name and service of the department, i.e., Ready-to-wear, and the department should be like mid-

lady's gown, stylish, modern and tasteful.

The arrangement of this department should be made with our customers' demands in mind, and the thing which first meets the attention should be neither the most elaborate nor the most expensive creation to appall the pocketbook of the average purchaser, nor the cheapest garments to give the department the air of a basement bargain counter, but preferably an attractive display of the newest styles of moderate-priced garments to attract the eye of your hurried buyer.

ARRANGEMENT OF READY-TO-WEAR

Most garments look best on forms. Garments should fit forms perfectly. If the display does not attract attention, it should be changed immediately. For the first impression is the show window of the department. The front of the department should not be overcrowded as this is the reception room of the sales force. It should be roomy enough to give an opportunity to meet the customers and to make that personal contact which is the keynote of successful salesmanship.

Regarding the arrangement of the different kinds of ready-to-wear, there are many opinions, but as a rule the cheapest and medium-priced garments sell best when arranged on revolving racks, grouped according to price. This facilitates selling, especially on busy days.

In deference to the woman who shops and has time to investigate her purchases thoroughly, there should be comfortable seating arrangement, where garments may be displayed under a good light and before proper mirrors. Very often a shopper brings her husband or a critical friend, and on the attitude of this critic depends the sale of the garment. This may also be of assistance in making your ready-to-wear shopper feel more at home, and gives your saleswoman an opportunity to get in touch with her and perfect that personal contact and acquaintance which must be maintained with this class of customer.

The importance of a well-appointed fitting room can hardly be over-emphasized, as it is here that a saleswoman has an opportunity to properly adjust the garment so that it may be displayed to the best advantage, and to close her selling talk, as many sales are made in the fitting room.

CERTAIN PRINCIPLES OF SALES-MANSHIP

Certain general principles of salesmanship may be laid down for a ready-to-wear department. First, make yourself thoroughly familiar with your stock, its location, price, quality and sizes. Second, meet your customer. Don't wait for her to come to you. This puts you in the position of welcoming her.

A few courteous questions will bring out the desired information as to her needs. Create the impression that you desire only to serve her, and that you will have the identical thing she has in mind. Show her the garment that comes closest to her expressed desires. This is the easy way to her confidence and establishes a spirit of co-operation. If possible, get her to try it on. It may be, and often is, neither suitable nor becoming, but it opens the way to the introduction of those garments which from her form, coloring and manner should be most becoming. Once you have induced her to try it on, the sale is easily made.

Create in your customer's mind confidence in the styles and values offered and she will not only buy this time but she will come back for her next purchase.

An effective use of screens at The Dalles, Oregon, Store. The window was arranged by Mr. E. F. Schuldit

JULY, 1925

28
HUNTINGTON, INDIANA

The force of the Huntington, Indiana, store met on the night of April first and organized a club to be known as the Pen-ne-ite Club. The purpose of the club is to promote the business and social activities of the store. The business meetings are held in the store in the evening, attended by the ten regular members. After the business session, a round-table discussion of Sales Methods and Business Ethics is led by the chairman, Mr. J. D. Bear.

The Business Training Course is being studied by all the members of the Club and is the main topic of discussion at these meetings. A paper dealing with the manufacture, marketing or distribution of merchandise and different commodities will be a part of each program.

* * *

EUGENE, OREGON

On the evening of May 12, the Associates of the Eugene, Oregon, store met to hold the regular monthly meeting of the store club. This meeting proved to be most interesting. The new officers for the quarter were installed. The remainder of the evening was spent in the discussion of many important questions which arise in connection with merchandising. In answering these questions, a designated member gives a prepared talk on the subject, and anyone else can add to the discussion.

* * *

MCKINNEY, TEXAS

The regular meeting of the J. C. Penney Company was held on Monday night, April 13th. Miss Hassie Braswell was president and an interesting program was rendered.

Mrs. Franklin ably explained how to handle a customer who comes in to buy a dress, but does not know what she wants.

Mrs. Boone’s subject was, “How to cope with a customer who wants only Peppercorn Sheetings.” She compared the qualities of Peppercorn and Nation-Wide.

Mrs. Flippin offered good suggestions on how to increase our sales during the dull season.

Mr. Cooper and Mr. Dungan gave an interesting and helpful demonstration on how to handle a customer who would have nothing but a tailor-made suit.

Mrs. Warden on how to handle a customer who wanted only one brand of hose.

Following a talk by Mr. Cooper the meeting adjourned to meet the second Tuesday night in May.

DAVENDA L. DAVIS, Sec’y.

* * *

JOINT STORE MEETING AT ELKHART, INDIANA

On the evening of May 13, 1925, about forty members of the J. C. Penney Company stores from Niles, Michigan, La Porte, Michigan City and New Castle, Indiana, met at the Elkhart, Indiana, store where a most inspirational and educational store meeting was held. W. C. Rivers, Manager of the Elkhart store was chairman of the meeting.

Dr. Francis Burgette Short was the principal speaker, the topic of his address being Personality. “The meaning of Personality cannot be defined,” said Dr. Short, as no two people on this earth are exactly alike. Personality is made up of the following four important factors: (1) How we look, (2) How we act, (3) How we feel, and (4) What we know.”

Dr. Short dwelt at length on each factor giving many helpful suggestions to all those present. “The Personality of our Company is what stands out today and makes our Company grow,” he asserted.

We also heard a few remarks from Mr. W. H. Daley, a new Associate at the Elkhart store on his “First Impression of the J. C. Penney Company.” Mr. Daley said, “Upon entering one of our stores the employees seemed to be busy and on the alert, while upon entering most other stores the atmosphere was entirely different, as the clerks merely were standing or sitting around.”

Mr. L. W. Seaton from Elkhart gave a short talk on “Store Service.” Mr. Seaton said, “Service is what brings the customers back to our stores. By meeting the customers promptly and courteously when they enter our store we make a good impression on people, which will bring them back. We should wait on customers as if we wanted to and not because we were being paid for doing it.”

Mr. J. R. Kenny of the Niles, Michigan, store gave us a talk on the “Business Training Course.” This was very interesting. He told how absorbing and educational the course was and that everyone not taking the course should do so as it would be most beneficial. Mr. Kenny stated that the Course should be taken seriously and that plenty of time and thought should be spent on each lesson.

We also had a few words from Mr. E. V. Burnett of Michigan City and Mr. W. E. Porter of the La Porte, Indiana, store. Mr. L. J. Hinkley of the New Castle, Indiana, store favored us with his famous “Dutch Band” which was received with great applause. After the business session a social hour was enjoyed. Light refreshments were served.

On the following day, Thursday, May 14, Dr. Short addressed the Rotary Club, using as his subject “Religion in Business”. His address was very well received.

EDITH M. LOVE, Sec’y.

A beautiful display of Ready-to-wear trimmed by Mr. Max L. Dunham at Albany, Oregon

JULY, 1925
Marriages

Mr. Charles M. Briggs of our Vincennes, Indiana, Store married Miss Dorothy Gordley of Mount Sterling, Illinois, on May 30th, at St. Louis, Missouri. Mr. Briggs is Second Man in the Vincennes Store.

On May 11, 1925, Miss May Cullen of Napa, California, became the bride of Mr. J. A. Pritchett of Napa, California. Mr. Pritchett is an Associate in our Napa Store.

On Wednesday, June 17, 1925, Mr. Roswell Kemper Penney, the eldest son of Mr. James C. Penney, was married to Miss Henrietta Maud Neff at St. Asaph's Church, Bala, Pennsylvania. After the wedding there was a reception for three hundred guests at Green Hill Farms Hotel, Overbrook. The bride and groom have since sailed for South America on their honeymoon and will visit England before their return in September. Mr. Penney's wedding followed close upon his graduation from Princeton University in the Class of 1925.

Cost of Suit of Clothes

Prices vary very little from year to year as various items change in price, but the relative items of cost will remain practically the same. So let us take a $35 suit in the year 1924 when fine staple wool was selling in March at $1.41 scoured basis. It dropped to $1.33 in May. But any such change in the price of raw wool is never felt in the suit you buy, for it takes only about five pounds of wool to make a suit.

Clay worsted diagonal, 16-ounce goods, sold by the manufacturer at $3.015 a yard in March '24, which price remained steady for months; 11-ounce serge sold at $2.40 a yard. So, whether you figure the raw wool or the cloth, the cost of the wool in a suit is not great. But there are linings, buttons, thread, etc., which are part of a suit cost. It is labor cost, however, which is the main item, no matter where you put your finger on it. Using 1921 figures for the rest of the calculation we find that the materials entering into a $35 suit cost only 11 per cent of the total. Labor cost 44 per cent. Overhead cost 34 per cent and 11 per cent was taken for profit.

Distributing these items, they were as follows: textile mill labor 11 per cent of total labor cost; clothing manufacturer labor 18 per cent; retail labor 15 per cent. Overhead cost the textile mill 4 per cent, the manufacturer 16 per cent and the retailer 14 per cent. The textile mill took 2 per cent profit, the manufacturer 5 per cent and the retailer 4 per cent.

We are most interested as buyers of clothes in the retail end, but the cost of distribution begins at the textile mill where it is 17 per cent of the cost of the suit. It costs the manufacturer of the suit 39 per cent to distribute the goods, and it cost the retailer 33 per cent to get the suit on the back of the buyer. In other words it cost the clothing merchant $11.55 to run his store long enough for someone to come and buy the $35 suit. It cost him in labor, overhead and profit 59 per cent as much as the manufacturer received for making the suit out of $3.85 worth of raw materials.

Those who are always seeing red when they begin to think of the price the farmer gets and the price the retailer gets after the product of the farm has gone through many hands better cast their eyes again at the four per cent profit taken by the retailer of $35 suits of clothes. No law prevents the weaving of cloth and the making of clothes out of the raw material of the flock but there is little of that being done these days, which of course is a good thing for everybody.

The Cashier’s Department

By DAMON SCOTT, Cashier at Eugene, Oregon

Very little is heard about the Cashier's Department, although it has its part in the scheme of things, for no store could run smoothly if the Cashier failed to function properly. Moreover, a thorough knowledge of this Department is a necessary part of the equipment of every prospective Manager.

It is in the Cashier’s office that Store-Accounting and Office-Management are learned and where reports and forms are filled out. By studying these forms many store problems can be analyzed and solved, such as Overhead, Buying, Mark-up and Turnover.

One angle of the work of the Cashier, which is quite important, is the ability to write good business letters. Letters have to be written to mail-order customers who want credit and do not fully understand our policies, to dissatisfied customers, to manufacturers and wholesalers concerning merchandise, to the New York Office—in fact, all kinds of letters.

Sometimes the Cashier is jokingly referred to as the cash-boy or the cash-girl. This may, no doubt, keep him from feeling too important, but, nevertheless, making change well is a task of which one can be honestly proud.

Much of the store’s business is done by cheque and on busy days it is not always possible to refer each one to the Manager. Consequently, the Cashier has to use his judgment in the matter and must differentiate as much as possible between the good and the bad cheque.

The post of Cashier is one of responsibility and importance and should be so regarded throughout the J. C. Penney Company.

STORE MEETINGS

The Dynamo welcomes reports of store meetings. It is a pleasure to state who was present and what part each person took in the program.

But so far as you possibly can, please send us a report of what was said in the meeting.
IDEAS

P
ERSONALLY, I look upon THE DYNAMO and its articles as desirable merchandise.

True, this merchandise consists not of material goods but of Ideas.

And therein lies their value, for it is with Ideas that we are able to make our personal contribution to our business both practical and profitable to all concerned.

I am fully sold on the suggestion that appears upon the first cover page of this issue.

There must be at least one Idea in these pages for every one of us. For the sake of our own welfare, of our improved judgment and work, for our better equipment to give service to the public, let us find and apply one Idea from these pages.

It is my experience that there are always plenty of Ideas to be found if we will only look for them.

Ideas alone improve men and business.