New Year's!

SOMEONE has suggested that, in spirit, we should do well to begin a New Year every morning. In that way, they say, we should accumulate a lot of Happy Days and Years.

There is no lack of sound common sense in this suggestion. The world is full of Resolvers who promise themselves and their next of kin anything and everything for the year to come, but who look lightly upon today's downfall in the promise and expectation that they will square it tomorrow.

So the suggestion to which I have referred is a good one, for it prompts us to resolve something like this:

Let us live one day at a time, but with a watchful eye to the future.

Let it be a good day, the job well done and enjoyed, with a little play thrown in to keep the temper sweet.

Let us help our neighbor if he needs it.

Let our neighbor help us if we need it, and receive what he has to offer, as a gift of the Great Heart common to us all.

These simple observances should mean better health, sound sleep, good work, happy days, piling up behind us as accumulated memories and accomplishments well-worth possessing.

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This is our Anniversary Year. We shall celebrate it not only in terms of our age but in terms of our growth and accomplishment, of good work done, of good service rendered, of good-will built into success which we wish were greater but which we accept in thankfulness.

Let us keep on into our second quarter-century one good day at a time, with a watchful eye on the road just ahead and the spirit of the Golden Rule ever with us.

It has stood us in good stead in the Past.
It will serve us no less well in the Future.

—T.
OUR ANNIVERSARY YEAR

By J. C. PENNEY, Chairman of the Board

T IS customary to celebrate anniversaries. To pause, after the passing of a certain period of time, to take stock of what one has and is, looking back to grasp the meaning of the journey and the task accomplished, is undoubtedly a wholesome proceeding. We seem to see more clearly, as we review the past, than we could see while we were on the way.

In the many articles that will undoubtedly concern themselves with the twenty-fifth anniversary of the founding of our business, we shall have the privilege of reading about the men and events which have caused the little store in Kemmerer—seed sown, as it proved, in good ground—to become the Organization with which we are proud to associate ourselves today. To me, it is a pleasure to dwell upon the significant periods of the quarter-century that has now so nearly elapsed. It is a pleasure to me to close my eyes and think of the men who have come to this Organization, beginning in a humble way, working hard, living frugally, studying incessantly, developing gradually into real merchants who are become today outstanding men in their communities.

I feel a just pride in the expansion of our business, in its multiplication of departments which signify the incoming and the building of greater skill, the multiplication of helps, the deeper responsibility of our individual stores to the developing condition of towns and cities with which we have identified ourselves since our inception in 1902.

As I have just said, all this will probably be amply treated by contributors to THE DYNAMO in the coming months of this, our anniversary year.

Deeply interesting and significant as the testimony of the past twenty-five years is, I must confess my deeper and more active interest in the twenty-five years to come. I continually hope to see and to participate in at least another quarter-century of growth and development of our Company. Just as I had no idea in 1902 that we should ever become an Organization in twenty-five years of nearly eight hundred stores, so I have no idea today how large and extensive and helpful an Organization we shall be at the end of another quarter-century.

THERE are, however, some simple facts. I am convinced these few facts are statements of principle and while in an indistinct and untried way, I felt the force and was impressed by the importance of these principles in my early manhood, I am now, having reached the age of fifty-one, all the more convinced of their eternal power and worth. I now know that whatever the exterior display of success or failure may be, back of the material display there is always a silent, ever-powerful principle at work. In cases of failure, the power at work is the inversion of the true principle. In the case of success, there is a clear way for the right principle to operate.

And therefore, in this brief article, I want to pay tribute, in a few statements of principle,
on which and by which alone, we shall be able to continue in our growth, development and good work for another quarter of a century. Incidentally, it has been my privilege to apply these principles, not alone in our own business but in the collateral and what I wish to have known as related activities that I am now carrying on. They prove, in every application, their indispensable worth and value.

1. To work to true success, a man must have Vision.

He must see a little way ahead clearly. I should not urge a man ever to attempt to work upon the tasks of the day in an effort to see so far ahead that there is no relation between what he is doing and what he is imagining. This type of man is visionary. The man of true Vision attempts to see the next step from where he stands. And of him, I think it may be said, as it was said in the Book of Joshua: There thou standest is holy ground. Holy in its promise of preparing one for and leading to the right direction.

2. A man must have his Work.

We may call it labor, job, industry or what not. But the fact is, while a man has life, has ambition and a Vision and keeps that Vision within reasonable radius of his field of operation, he must then cultivate his ground in the sweat of his brow. The more biography I read, the more I am impressed with the fact that the commonest testimony of all men who may, perhaps, be classed as successful, is that they have required the labor of their own mind and hand.

3. Out of these two factors—Vision and Work—a man finds himself confronted with the necessity of another factor. This is DISCIPLINE.

Discipline may be looked at from two points of view. A man may look upon it as the necessary restricting law applied to him by his own better thought and the demands of the position he fills. Or he may turn squarely around and, looking at it from the other direction, he may regard Discipline as being the summation of the training that will, in the best, most direct and quickest way, bring his Vision and his Work into successful combination.

4. I believe in Co-operation.

I have, all my life, maintained the principle — and I maintain it more firmly than ever — that of himself no man can accomplish anywhere near as much as he can by properly relating himself with others. And by properly I mean honestly, fairly, squarely and generously. I can think of no higher purpose than aiding men, teaching and directing men, how to increase their production. How, in combination with other men, they can multiply their own productivity many-fold. It was this that led me, in the beginning, to realize that unless equal opportunity to that which a man seeks for himself, be given to those who work alongside, there can be no true co-operation and no true expansion of the business enterprise. Hence, in our business, the partnership principle.

5. Now, before a man can go forward successfully in any line of endeavor, he must have convinced himself, by whatever means he can become convinced, that his cause is righteous and his method just. Hence, the fifth factor that I want to bring before you, in this connection, is FAITH.

What is Faith? As I speak of it here, Faith is the sum total of Vision, realized by Work, expanded by Co-operation and kept true to the line by Discipline.

A MARVELOUS opportunity to accomplish is far more worthy of our thankful reception than a marvelous success behind us.

Therefore in conclusion let me say this:

(1). Let us think more of the opportunity before us than we do of the accomplishment behind us.

(2). Let us remember Mr. Edward Everett Hale’s inspiring words: “Look upward, not downward: Forward, not backward: And lend a hand.”

(3). If this morning we sit before the fire that we kindled an hour or two ago, it will soon go out and leave us cold. Better far for us to get out into the open to find the armful of wood that will keep the blaze going.

(4). Tomorrow is, of all days, the greatest. Let us be prepared for it.
AT THE Kansas City Convention last fall, the Managers were asked this question: How many of you men are willing to do away with our Company Conventions? The vote indicated that every Manager wanted to keep up the Conventions.

At the same time this statement was made and vigorously approved by the hundred Managers in attendance: "What these Conventions do for our Company, as a whole, Store Meetings do for the individual store groups."

Such a comparison does not tell the whole story about the value of Store Meetings. It does, however, express briefly a truth which we all realize, that Store Meetings are vital, almost indispensable factors in building Store Personnel.

Back in 1923, in outlining the fundamentals of store operating for new Managers, Mr. Sams said: "Through the service you render, all units of the Company are judged. Upon the continuous training you give yourself and your Associates depends the growth and the development of the Company as a whole." Here you have the two outstanding factors in our Company's growth—two factors emphasized, times without number, but never too often. These factors are the service we render, and its underlying condition—the training of all Associates.

The first pages of the Manual under the topic, "The Purpose of the Manual," will repay careful study by every Manager and Associate in the Company. These describe the "how" of successful Store Meetings.

They are neither theoretical nor untried experiments. These methods have been collected by the Educational Department. Into their preparation has gone the fullest co-operation of other Departments in the New York Office, as well as the experience of Managers and Associates in the stores. They tell "how" the majority of the stores today are actually holding splendid Store Meetings.

The twenty-four programs explain what to discuss in such meetings. The programs have been prepared with this thought always first: Does this topic deserve a place in 773 Store Meetings and will it contribute something worth while?

It is natural that the January topic should be "The Value of Store Meetings." January is a month of new resolutions and new beginnings. It is the first month of our Twenty-fifth Anniversary Year, and for every store to realize on this tremendous Organization asset—planned and systematized Store Meetings.

The January program suggests a dozen benefits from Store Meetings. This meeting should gear up the store group and set a pace that will tax our best efforts to maintain throughout 1927.

If you are a Manager, give to the first meeting the best that you have of thought and inspiration. If you are one of the boys or girls in a store, go into this first meeting of 1927, ready to prove beyond question the dynamic power of a good Store Meeting.
DO YOU KNOW THE STITCHDOWN?

(Published by arrangement with the Boot and Shoe Recorder Publishing Company)

As other methods of shoemaking have been named from some outstanding feature in the construction of the shoe, this, the "Stitchdown," is so called for the reason that the shoe upper is not stretched around the last and tacked to the insole or outsole, but is turned out at the sole line and stitched down to the outsole.

In principle, this method of making shoes is ancient; but it was seldom employed, owing to the difficulty encountered in satisfactorily lasting the shoe.

It first became a real factor in shoe production some twenty years ago, when it was employed in making the so-called "Barefoot Sandals" or "Scuffers" for children.

The use of special machinery and improvement in the construction, notably the lasting machine, have now lifted the Stitchdown from the situation of doubt, which it for such a long period occupied, to the point where it is being employed in a constantly increasing range of production—principally in shoes of the smaller sizes.

The Stitchdown supplies a special shoemaking instance in which appearances are deceitful for, like the welt shoe, it is perfectly smooth inside and has a welt, yet has nothing of the characteristics of the Goodyear welt shoe in its construction.

As in the other types of shoes, there is first in its construction the last, which is the wooden form which determines the size and shape of the shoe. It does not have a steel bottom.

To the bottom of the last is tacked an insole, a light piece of sole leather which has been cut to the exact size and shape of the bottom of the last.

The shoe upper, which has been very carefully prepared by having the different parts forming it sewed together with the lining, stays, etc., required and in such form that the seams come in exactly the required position on the last, is assembled as in other types of shoes.

The shoe upper is put onto the last and the back seam properly located in position. It is then pulled over so that the forepart of the shoe is in exactly the required position on the last.

In making this type of shoe the lining is drawn tightly around the last and is cemented to the outer surface of the insole. After this has been done a second sole—known as the "middle" sole—made from a light piece of sole leather cut to a shape which allows for the extension on the edges, is tacked in place.

The lasting is then done by a special machine by which the shoe upper is drawn to the edge of the last and, at the point where the middle sole extends beyond the edge, is there held securely by means of small wire staples which are ingeniously clenched in the between substance of the sole leather.

The heavier outsole is then laid. It conforms in size and shape to the middle sole, previously laid. The outsole, middle sole and shoe upper are then united with a welt, which is sewed over the surface of the shoe upper as it appears when looking down on the shoe.

This welt serves to raise the edge of the shoe up to the same level as the inner surface of the insole, and gives greater security to the shoe upper through the adding of this heavier piece of leather above it.

If it were not for the welt, the shoe upper, made of the lighter leathers, might readily pull away under the strain.

After this has been done, the shoe is rounded, the heel is added and the operations required in completing the shoe carried out.

As in appearance this shoe imitates very closely a welt shoe, having as it does the smooth inside and a welt showing along the edge of the shoe, it can best be identified by pushing the leather back toward the inside of the shoe.

If there is the straight edge of a welt showing at this point, the nature of the shoe can be determined; for, in a Goodyear welt shoe, the welt goes underneath the edge and is sewed to the insole at the same time the shoe upper and lining are sewed. In a Stitchdown the welt does not go under the last but is just a straight-edged strip of leather sewed along the side.

JANUARY, 1927
WHAT WE OWE OUR PIONEERS

By B. C. McNIVEN, Manager at Leominster, Massachusetts

I often wonder if we men and women of the J. C. Penney Company give enough thought to the great opportunity offered to us; to the great sacrifices of the men who went before and blazed the trail that others might follow in safety; to the tears and heartaches; to the days and nights of work and worry; yes, to the gray hairs and worry-lined faces that have made this such a great Organization.

In the hustle and bustle, in the feverish haste to get men out into new stores, do we not often overlook the past—rich in experience and rich in the lore of the inception and early growth of our Company?

Young men come to us to receive training. In time they pass out to start their first store, never realizing that, so far, they have been shining, to a great extent, in the reflected light of the men over them.

We often hear that, in order that our Organization may grow and progress, we must train men to be better than we ourselves are. I wonder if this is quite possible. I wonder if we could train men to be of the same caliber as those who went before. If we ourselves were as big men as the men who trained us, would this not be a marvelous Organization? For myself, my only wish is that I may become as big a man as the man who instilled into me the principles of the J. C. Penney Company.

AN EFFICIENT WAY OF DISPLAYING NOTIONS

By A. H. SOLL, Manager at Red Wing, Minnesota

The ideal and efficient way to handle notions in our stores is to have them out in open sight and readily accessible. In this way the customer can pick them out herself.

I believe that the best location is on a table in the aisle on the dry-goods side. If such a table is equipped with the standard notion unit, as listed in our fixture catalog, and is kept filled with the popular notions, I am sure that a splendid volume of business can be obtained in any of our stores. In such a display, we have a silent salesman.

Some one person should be delegated to the care of this table and a good supply of all items that are wanted should always be there, especially those we retail at 4 and 8 cents. The table itself and the reserve should always be completely stocked.

The larger items can be prominently displayed on stands for the purpose. We show hand bags on racks and in a show case that faces the front door. On this case, also, is the toilet accessory rack for tacles, face creams and powders and tooth pastes.

For the men's notions, we have the glass-front case for shaving preparations and razor blades. This is located on a front showcase. On the shelf of this case are displayed cuff links, purses, combs and kindred articles.

The new stand for stamped goods is going to be a splendid means of displaying that line and keeping it in orderly shape. The threads and floss, used for these, can be displayed along with these goods.

While our space is limited and we have to alternate the showing of lines in a larger store, space should be arranged always to have these items out in full view.

I am sure that with a little more thought given to notions, we can all develop a splendid volume of business.

Notions are too often regarded as items of little importance. The sooner this idea is dismissed, the better it will be for all concerned.
NOTIONS, one of our best price appeal, should be given careful thought as to proper display.

The first consideration is to find a suitable place in your store where notions may be displayed to the best advantage. It need not be the best location in the store but it must be a place where they will attract the customer’s attention because notions more than any other item of merchandise are half sold if well displayed.

Counters or tables are preferable. Here items can be arranged in small bins or compartments which may be three inches deep and nine inches wide with adjustable partitions. The price card should be plainly in view at the head of each division. It is well to group similar items such as different makes of toothpaste, pins of various sorts, soaps of different kinds and so on. Enough of each kind of merchandise should be used to make a good showing.

The most effective window displays are the ones that are built up of grouped items. The background may be made up of panels covered with flat notions arranged in various designs using contrasting color schemes. Build the windows in solid groups using glass shelves and stands or other light, inconspicuous fixtures since they will not distract one from the main subject.

Pins, buttons and similar things should be mounted and package goods should be piled up keeping as much merchandise off the floor as possible. It is not always necessary to make a full notion window. They work in well with nearly every kind of merchandise but, when showing just a small display in the window, there should always be the same items featured in some prominent place in your store for windows alone will not sell your goods.

Place these articles in the store where customers may see them. The front part of the store is most effective. Do not hesitate to give up some of the best store space for a notion display if you are running a notion window. It is well to have notions prominently shown at all times at more so when they are featured in a window display. It is your intention to bring people into your store through the appeal of your windows, so why not let them see notions the moment they enter.

Let the customer get his hands on them since the windows have done their work. Pile up your wares in neat group formations with a price-card which reads in their minds to the tune of Take me home as I am the best value ever.
TELLING THREE MILLION HOMES OF OUR VALUES
By R. L. WHITMAN, Advertising Department

Inasmuch as 1927 is the year of our twenty-fifth anniversary, to be celebrated specifically in April, it has appeared to us to be an appropriate time to tell the readers of The Dynamo—and, through them, the public—something of the manner in which we bring before the three million homes of our customers the story of our unusual values.

The energization of sales ideas is like stoking the furnace of a boiler that provides the motive power for a great industry. To keep the machinery moving, the stoker must continually keep feeding the furnace with fuel.

Sales ideas are worthless so long as they remain pigeonholed in a desk or are turned loose without direction.

However, when sales ideas have been carefully visualized as to what their operation would create and establish, and then are made an integral part of a plan, electrifying becomes a matter of industry and systematic development.

Telling three million homes of our values is not merely talking overalls at $1.15, full-fashioned hosiery at 98 cents or house frocks at 79 cents. These are merely the abstractions of a service of human helpfulness which must be told in its entirety if people are to understand, appreciate and act.

Without this perspective little progress would have been made when our present Advertising plan was started five years ago this month. Promotion of the Company’s ideas and principles, it has been proved, are as essential to their application as the ideas and principles themselves.

The institution of the local store is the merchant himself. As he measures up in his community, so, in most instances, does his store and his business. An upright, popular and aggressive merchant runs this kind of store.

This applies, in a large measure, to the business of our own stores. An upright, popular and aggressive Manager is at least building an upright, prosperous store.

Sales ideas are worthless so long as they remain pigeonholed.

We must tell customers of our value to them.

The moment the activity of business ceases and the business begins to coast on its accumulated power, it will go only a little way.

But in our case it is the Company that is the institution—and it is the ideas and the principles of the Company which, when sold to the individual, create the confidence and good-will that sells the overalls, hose and frocks.

Other stores may compete with us for a time in our merchandise offerings, but they can never compete with our Institution for the very good reason that there is not another institution exactly like ours.

Therefore, in telling three million homes of our Values we first find it advisable, if not absolutely necessary, to tell of the Value of our Company to them.

To be sure that we are actually reaching these homes and millions of other homes in which potential customers of our Stores reside, it is necessary that we broadcast our messages to the most remote parts of the country.

This we are doing more and more. The J. C. Penney Company Department Stores being a National Institution, it must be promoted in a National as well as a local way. The definite meaning of one of our Stores and its Values to the local community is better understood by people who receive the explanation from National sources.

Our National Advertising is crystallizing this understanding. As the Company becomes better known for what it is, what it can do and is doing for the American people, confidence in the printed messages of our Merchandise Values as repeatedly found in local newspapers and circulars, will increase to the end where our sales will be larger and our business even more stable and permanent.

Mr. Sams, in his address at the Fall Conventions, said that the moment the activity of business ceases and it begins to coast on its accumulated power it will go only a very little way.

This is as applicable to the development of our sales ideas as to our other activities. The moment we cease telling of our Values and begin to depend upon the understanding already accumulated our progress will slacken imperceptibly at first but time will surely erase much that has been gained.

The telling of three million homes of our Values must be in words that are always substantiated by deeds and facts as they are unfailingly found in each and every Store.

In March and April next, over 50,000,000 of our printed messages will tell the American people of the Value of the J. C. Penney Company to them.

We must all share in the responsibility that such broadcasting creates. If we all share liberally in this responsibility from the beginning, there will be no hurrying toward the end of the year to roll up sales amounting to $150,000,000.
AS the propaganda which has circulated in the newspapers, coupled with many things said in jest which are far from the facts, been taken seriously enough by the salespeople in our stores to have a retarding effect on the sale of our Lady-Lyke corsets, combinations, and brassieres?

I believe that it has and that our corset department in our stores represents an opportunity that has as yet been but lightly touched.

While in one of our stores a few days ago, I was informed by the Manager that his corset business for the previous Saturday totaled $158, which is not an unusual occurrence for this store in a town of 13,000 population, and one saleswoman sold $120 of this amount. I cannot help but wonder what the corset sales of that store would have been if that one girl who was particularly interested were eliminated and what the sales for the entire chain would have been if in each one of our stores we had one girl as thoroughly interested in the department as I am convinced this young lady is.

If our stores had struck the average of this particular store, they would have given us the astounding sum of $117,600 as a total for one day’s corset sales.

These are large figures, hard to comprehend, and yet not at all improbable or impossible, not at all out of proportion to the volume in other lines.

I say advisedly that it is possible to make in the corset department one-fifth of the entire amount we look forward to as our gain for 1927 over 1926. The total retail sales in this line in the United States is $115,000,000 and sales reaching the figure I have named are not unreasonable to expect as our portion of it.

A representative from the factory has gone into some of our stores that were not doing much of a corset business and has made as high as forty-seven sales in three days, in some instances in stores that had formerly been doing practically no corset business. My contention is that she did not bring this business to the stores. It was there before she came and she merely took advantage of what was there.

Many of our stores are carrying a very small corset stock and are doing a very small corset business. The equipment this representative carried consisted of a trunk filled with a limited number of styles but as high as two dozen of the best sizes in them, and convinced us thoroughly of the possibility of limited styles and good size assortments. The salespeople in these stores could have handled the sales just as well, perhaps better, as they have the advantage of personal acquaintance that a special representative does not have. One difference is the fact she knew a great many women, practically all women with the exception of those who range in the classification of slight models, were wearing a confining garment of some type and that her trunk afforded her the assurance of the correct size to take care of the figure after the proper model had been selected.

This question has become universal at the buying conventions: How are the stores who are doing a volume corset business handling their corset department?
The photograph heading this article is my idea of a successful, well-managed corset department. I have taken an inventory of the stock on several occasions to find that it averages $700.

You will note from the photograph that this corset department has two sections, with a counter in front. The counter is convenient for display purposes, particularly for any styles to be closed out which can be neatly piled up on the counter. An occasional table is also used as the department is given its proportion of table space from time to time.

Do not be afraid to take the corsets and brassieres from the boxes and place them on display. You will increase your turn-over and have very few soiled garments. In fact, the question of soiled corsets is not half so serious as allowing the elastic to become aged on the shelves from disuse.

This store purchased from the factory last year $6941.07 worth of goods. If we were to take its purchases for the first eleven months of 1926, add to them our average mark-up and deduct our average cost of doing business, the corset department, on an investment of $700, would represent 8% of the net profit of this store.

The corset department, in proportion to the amount of space it occupies and the amount of money invested, should be one of the most desirable departments in a dry-goods store. In any large department store this department will be given a prominent position and as desirable a location as can be found for it and be granted its full quota of window space.

Make one girl responsible for the department. Fill in often. Keep an order to fill in your stock continually on the road. Study the models, the types of figure they are adapted for, the styles that are selling in quantities and see that the bulk of your stock is placed in these styles and that the quantities are placed in the good selling sizes. Do not carry too many styles but do carry good size assortments in the large sellers and you will miss fewer sales than by carrying just a run of sizes in every style we make.

HOW TO BUILD UP WEAK DEPARTMENTS

By H. L. HOAGLAND, Manager at Kansas City, Kansas

If you were the parent of five children and one of them happened to be undernourished, you naturally would center your efforts upon that one child, giving it every attention in trying to build it up to normal.

Let us assume that one of the departments in your store is like the undernourished child.

Why not treat it accordingly?

First, determine the cause. Is it poor location, incomplete stock, or lack of knowledge of the line?

When you have found the answer, then set to work to build it up. It will remain a sick child until you do.

You will admit that it would ordinarily be next to impossible to build a volume of business in horseshoes. Yet if you had the patronage of your entire community, you would have a profitable volume. Consequently, it is imperative that we investigate the demand of the community, in order that we may buy merchandise that will find a market among our customers. It is always a good plan to watch our competitors, too, to find out just how much effort they are putting forth in merchandising this weak line.

When you have gathered this information, then give this weak department a change of location. Give it prominent space in the windows and a little publicity in advertisements. Assign a live salesperson to the weak department and explain to that salesperson that he will be held responsible for the upbuilding of that line. See that every salesperson is instructed in the sale and care of this weak department. Have all understand that we have an undernourished child with us and that through the efforts and care of every member of the store organization we are going to bring it back to normal.

Let me assure you that there is a cause for every weak department. That cause can be discovered. You will find the weakness resulting from one of the three causes mentioned before: poor location, incomplete stock or lack of knowledge.

All departments become weak the minute the effort to keep them up is lessened. And the decline will be in proportion to the lack of attention we pay the department.

Like a child or a plant, any department will soon fade if it is denied proper and constant attention and nourishment.

JANUARY, 1927
REACH AND GRASP

By GEORGE T. MITCHELL, Personnel Department

If a man’s reach does not exceed his grasp, what’s a heaven for? In this striking manner, Robert Browning sums up the whole gospel and philosophy of our keeping everlastingly busy; searching out, acquiring, pressing forward, for those things and attainments which we instinctively feel lie beyond the boundaries of material life and success. The following article, by Mr. Mitchell, is a splendid preachment and a practical application of this thought.—Edtor.

HERE are men who prefer to take the way of least resistance. Their choice is to do things just as they have always been done. They prefer not to think out a new or a better way. These men lock their stores at night and forget about the business. Work, to them, is a drudgery. They enter the great majority class whose habit is to follow: who let the other fellow do their thinking for them. This type of man does not want to work in order to think his way out of a difficulty. His desire is that something outside of his own command of power shall resolve his difficulties for him.

Scientists tell us that we use but a small portion of our power, that every man has latent resources that he never draws upon. The lack of development of this power arises largely because when this type of man gets into a tight place, he quits without ever calling upon his latent power to come to his aid. In this, I am not referring to what may be called Higher intellectual development. I refer to the close application to business of common sense, of “horse sense,” as we sometimes call it.

IF, for example, you are experiencing difficulty in making a success of your store, don’t sit with a confused brain and say it can’t be done. Stop, immediately, the confused, miscellaneous thinking that scrambles most men’s minds and concentrate upon one important problem at a time. It has been said—and wisely—that the one prudence in life is concentration—the one evil, dissipation. To concentrate upon one thing at a time, is the secret of strength in all management of human affairs.

Accustom yourself to analyze both yourself and your problems, always proceeding from cause to effect. Do this daily and your mental horizon will broaden. A way out will then be revealed. If your reasoning is accurate, your judgment will accumulate until you can safely take the step from KNOWING to DOING.

If a man has failed, you will find that his habit has been to dream, instead of to work. No man can succeed in our field of activity unless he takes off his coat and works like a ditch digger, all day and every day. To do this successfully, guide your physical effort by all your mental assets. In that way, you will build a clean, clear-thinking mind. Exertion brings achievement. Then, out of every hard job, we emerge more capable men. Business demands constant progress and growth. Hence, man-development means business expansion. The habit of analyzing every thought, action and experience, develops us. And from this development comes growth. Every man in our great Organization has a divinely given mentality, capable of producing many-fold his present realization.

Men, Let Us Realize on Our Assets

Now, about the spiritual side. A man may have physical and mental development without possessing spiritual development. He is then a shell without a kernel. When I try to visualize the spiritual life and its effect upon a man, I do not see the “holier-than-thou” individual, who seeks to mingle only with the saintly, doing little for fear his deed may be wrong, who condemns the world—and who does nothing to help it. This is not the spiritual type I have in mind. The type of which I speak is one who loves the world, who realizes he has been placed here to serve every other individual, who knows that to make other lives happy, productive and uplifting is a truly great gospel of life.

LOVE is spiritual. To love, live not merely for the physical joy of living alone but for the sake of doing or giving, rather than merely getting. This type of living, this attitude toward life, gives faith in our Associates, increases tolerance, gives us confidence in others and readily shows us why it is best to dedicate life to service. Still further, the spiritual impulse in life makes us patient in the training of our Associates, develops our sense of fairness, creates in us the urge to do our full duty at all times, whatever the result may be to ourselves. And, lastly, spirituality develops capacity for true friendship which, in turn, develops mutual discipline.

The spiritual factor, then, is a reality, none the less potent and essential because the source of its power was invisible.

With this in mind, a man’s reach will exceed his grasp.
THE man we get the most out of is the man we put the most into, just as the most satisfaction is derived from that endeavor into which we have put our best efforts. A college graduate who starts in the basement of a J. C. Penney Company store, as one of my men did, and uses every opportunity for a stepping stone upward, puts much into his work, but just as surely will he get much out of it.

Response from a man, to be effective, must be spontaneous and a worth-while man can give such response to his Manager, only when he respects, understands and trusts him. A real man likes to respond to the leadership that says:

"Come on, boys, we will put this thing over."

It has been my experience that all men need some criticism in order to help them give their best, but such criticism must be given in a spirit of helpfulness and goodwill. Just as a jockey gets the most speed out of a horse by careful and consistent training, so we make the most out of the other man by giving him all the work and responsibility he can carry, but the highest type of training does not require a whip. Fear hinders progress while trust and confidence inspire and lead the way to accomplishment.

I like to start a man on a new job, give him the responsibility and then watch him carry it on. I like to observe how much thought he gives his work, how much extra time he puts in on it and how many new ideas he gets and develops. An idea is of small value unless it is developed.

One of my men tried displaying men's dress socks on a stand with a price-card attached. It worked so well that he soon had a number of stands working. Another idea was to stock and sell a special number in shoes, thereby building a larger volume in Department F.

Changing our Ready-to-Wear window every Saturday night, after the store is closed, for the benefit of Sunday window shoppers, has proved to be a business-getter. These ideas are the result of thinking logically, consistently, and constantly, not in the same old rut each day but in new untried ways. Better to try and fail than never to try. The effort to accomplish is what develops initiative and leadership.

Directing, testing, and developing the other man does not rob him, for the more he gives the more he has and the spirit of cooperation that exists in the J. C. Penney Company is one of the outstanding features of our success.

To make the most out of the other man, be strictly honest with him; strengthen his weak points and appreciate his strong ones; give him responsibility and let him carry it; force him, if necessary, to make decisions; change his work from one department to another; give him time to master his work and he will repay you in years to come for all your efforts in his welfare.

Make the most of the other man.
MAINTAINING OUR RIGHTFUL POSITION IN THE COMMUNITY

By M. J. MAYNARD, Manager at Adrian, Michigan

THE fact that you have been chosen to manage some day one of the units of the World’s Largest Chain Department Store Organization, or the fact that you are now managing one of these units should, as I see it, cause you to aspire, study and strive for one goal. This goal, if reached, and it has been reached by many of our stores, means the pot of gold at the end of the rainbow for you; means the fulfillment of your dreams as a builder of business; means, in short, success. And success is one of the highest rewards possible on earth. It is worth striving for.

We should strive to have a larger volume of sales than any department store in the particular community in which we operate. Visualize this situation, if you will, and there will be no need for me further to defend the position I take in this matter.

EVENING time—Mother and Dad at the fireside. Their problem—winter clothing for the kiddies and themselves, blankets, shoes, underwear and other articles. These purchases must be made where the greatest saving is possible. The Ads are read. Ours appears:

The World’s Largest Chain Department Store Organization. Buying most we buy for less. Selling most we sell for less.

Mother says:

“This can’t be true, Dad. That little store does not mean what it says. It cannot be part of the World’s Largest Chain Department Store Organization, or it would have a store as large as Jones & Company or Brown & Sons by now. They have been here for five years and are still one of our smallest stores.”

This is a logical trend of thought. All most people know of the J. C. Penney Company is the store in their particular town. You, as a Manager, are responsible for the prestige of your Company in your town. You can make your Ads sound reasonable or unreasonable. You can be the largest department store in the community in which you operate.

At this point you might ask what about the big cities. Are we to be the largest department store there too? My reply would be Why not? We can, at least, strive for that position. We have everything to gain by doing so; everything to lose by not doing so.

HERE is a true story which deals with the rise of one of our own stores to its rightful position in its community. This store started in one of our medium-sized towns with an average capital. The first room occupied was 19 x 100 feet, in a fair location. There is nothing to boom this town. In fact, I do not believe it has gained one hundred in population in the last five years. Regardless of this fact, we now have the largest department store in sales volume in this town.

Our Manager there is one of the live business men of this city. I asked him the secret of his success, or rather begged him to tell me. He said:

“When I knew I should some day manage a store, I said to myself that this store is going to be an asset to the community and that my policy will be not how many stores can I create, but how good can I make my stores. When the time came to get my first store, I was going to be satisfied with my town, whether it was North or South, five thousand or fifty thousand. I was going to take my friend, Optimism, along with me.

“When the time came and I was assigned my town, I used every means possible to find out all about it, and when I had my opening stock upon the shelves, I had at least a ninety per cent perfectly balanced stock.

THE minute I hit this town I was with it to the limit. I became a part of its religious, civic and economic life as fast as I could gracefully enter these phases of my community’s life.

“I had little time for social activities at the start. Today it is different. I felt that I owed this community something for the opportunity it was giving me. How could I pay this debt? I was not a lawyer, or even a politician. I could not be Mayor. I could not lead a choir, so I must attend church as just one of the faithful. I knew nothing of golf so they could not use me to advantage at the Country Club.

“It dawned on me, I was to be a merchant. I could give the old town a real place to trade at. I had everything to back me in this effort, the largest Organization of its kind in the world, not a dime to lose, not a hazard to risk. All that I could put into the proposition was hard work and study, so I started. (Continued on page 30)
Making Difficulties Pay Dividends

By T. K. Zuber, Manager at Van Wert, Ohio

By making the most of our difficulties we make them pay dividends.

We are located in a town of eight thousand people, and have an excellent location but occupy a narrow room. Lack of display space has always been a severe handicap with us, as our store is only twenty feet wide. Consequently, our shelving and counters leave us with only a seven-foot aisle.

Show cases and counters were used to the best advantage but still we wanted to display more merchandise. The tables we had been using were not suitable for our space. So some time ago we decided to have small tables built to display more merchandise. A carpenter was called in and given the order. A week later we had the tables, eight of them, each 24 by 24 inches, finished in mahogany and costing us seven dollars each.

On one of these tables near the front of the store were displayed ladies' bloomers at forty-nine cents each. Within four weeks we sold thirty dozens of these bloomers. The sale of this item alone brought into the store in actual cash within a month three times as much as the tables cost.

These tables have been successful, silent salesmen and do not congest our center aisle. They permit of unit displays of merchandise which has more or less the capacity for selling itself. You would be surprised to find how many seasonable articles can be displayed on a two-by-two-foot table. We try to change the displays every two or three days unless some particular item is selling particularly well. The bloomers, for instance, were given a choice location for nearly a month.

Our eight tables have been working for us over six months and we can truthfully say they have paid for themselves over and over again.

The success every man has in overcoming difficulties is limited only by the effort he puts forth. The difficulties I have been confronted with since becoming associated with the J. C. Penney Company have helped me materially, as it takes such experiences to make a man progress.
THE THRESHOLD OF THE NEW YEAR

By A. W. MUMFORD, Manager at Hillsdale, Michigan

We ARE approaching the end of the current year. All of its errors and its achievements will soon be incidents of the past; but the lessons we have learned through those errors, the services we have rendered through those achievements, are the things by which we may profit.

First of all, let us inventory our business assets as of January 1, 1927. We find we have a depleted stock of merchandise—broken lines and sizes.

Next, we discover that we are now in a season of business relaxation. A letting-up of buying, a time when ordinary procedure ceases to interest the public.

Then we discover an apathetic attitude among our Associates. The race is run, so their actions seem to indicate. There is a great easing up, the morale is not as good as in our holiday rush.

We find that we have created an asset in good-will over the past twelve months that is almost beyond appraisal. We discover that the public actually has confidence in our Institution. We realize that this is a great foundation upon which to lay our plans for overcoming our problems.

We discover that our Associates in New York are more efficient than ever and that the past twelve months have not merely passed in ordinary routine with them; that they have been constructive in their efforts. They have offered us new and more efficient records which enable us to enjoy a better knowledge of our business. They have offered us information and education so that now, on the threshold of this New Year, we might be better trained and more efficient.

We find that we have a greater buying organization and power with which to work in this new year; that much of our merchandise has been improved and that the values which we may offer are even greater than in the past; that we are better supplied with equipment to render service.

We find that most of our immediate communities are in a receptive frame of mind, that they respect our Organization and that they are anxious for us to add our bit to their civic activities.

But what of ourselves, the Managers? Are we assets or liabilities in this scheme of public service and business? Let each one inventory himself.

Are you the type of man you would hire and send away to run a store for you?

Now that we have our inventory, let us analyze it. Let us see what we can do to overcome the liabilities and enhance the assets.

First, we found that we had a depleted and broken stock of merchandise on our shelves. However, if we have been assets to our Organization we have goods in transit and in the basement ready to be placed in stock. We have not waited until we needed the merchandise to place our orders.

Second, we found that we were in a period of business relaxation. Ordinary procedure and ordinary values did not attract folks. Very well, let us do the extraordinary things. We have bought merchandise, exceptional values in our different departments, to combat this very condition. Let us plan some extraordinary advertising and let us trim our windows in a fashion that will suggest the unusual. Let us all "get into the game." If we can not make home-runs, we can make singles, which help to swell the percentage at the end of the season.

Let us not say "It is a quiet season," and let it go at that. Let us make it as good as it can be. Let us not give up.

Third, we find that our Associates are inclined to relax. Let us encourage them with the special new merchandise, with the special window displays and advertising. Let us have a store meeting and "pep" things up. Now is the time when our teams need coaching. It is entirely up to us.

Most of the balance of our inventory is favorable. For this, we are indeed thankful. But because it is good is no reason why we should not strive to make it better. You know we cannot go very far on the momentum which we have gained in the past.

Now we come to the item, "Ourselves." Let us analyze that item, and do it honestly. Just how do we average up with the men that we admire? We are standing upon the threshold of a New Year, about to enter a period in which are many possibilities. In the first place, let us determine to educate ourselves. Let us not be satisfied with ourselves even if we happen to be prospering financially. We might not be prospering mentally. Money alone will not make us of great service to our Community, our Organization or our Family. In other words, it will not "get us by" in the most satisfactory way.

Let us equip ourselves so that we shall be a credit to the J. C. Penney Company, so that we can take a worth-while place in our community. Let us not be selfish. Let us not be blinded by the fact that we may be more prosperous financially than our neighbor.

He may be of far more benefit to his fellow men than we are.

So let us turn the searchlight upon ourselves and search out the spots where we are weak and endeavor to strengthen them.

Let us decide to fill our positions creditably.

Let us resolve, this New Year, to live a Life of Service.
WHY WE DISPLAY

By PRINCE KINSEY, Manager at Breckenridge, Texas

THE whole effort of our display program is centered on bringing more people into the store. The reaction that follows depends entirely on the skill with which our display is arranged and the class of merchandise displayed at certain seasons.

Regardless of skill and effort, we cannot keep informed on new ideas in display work without the co-operation and expert advice from our window-trimming department. Merchandise displayed without neat price-tickets does not suggest the fact that the article is for sale but merely informs our many customers that the article is carried in stock. A neat price-ticket in the show-window works while we sleep.

It is not always an easy matter to display certain lines of merchandise. I am sure others have at times had the same impulse to follow the lines of least resistance and display more freely the fast-moving and easy-to-sell merchandise. As we are reaching for higher sales figures in each department, the sell-on-sight articles are at all times on display; hence the idea of giving more thought to the slow-moving merchandise.

Should we take time to explain our hosiery, as does the hosiery canvasser, I dare say our sales on this merchandise would double in volume. The silk stockings have come definitely into its own. A luxury of a few years back has become a necessity of today.

Open display on a general line is not enough. The display of out-of-season merchandise is a waste of time. The effort behind any display, window, ledge or table, should be rooted by public demand. All merchandise shown should be accompanied by announcements either in the newspaper or by neatly printed price-tags.

Display has become one of the lively arts of today. It requires time, thought and study. One of the important steps in a sale is display, but merely to display merchandise without one hundred per cent co-operation from our salespeople does not bring home the desired results.

A display that brought results to us recently came by chance. As Fall merchandise was arriving the early part of the season, it was necessary to re-arrange certain parts of our stock and, in so doing, we found that we were about to carry over a number of Juvenile Suits from our Spring stock. As our racks were filled with new merchandise, these suits were left on the counter until they could be put away out of sight. A customer came in a little later and purchased one of these and the idea came to us that a display of this merchandise would help move it. A display was arranged on the counter and the entire stock sold within two or three days. This was the same merchandise that had hung on our racks nearly eight months. It was proof that display will convert merchandise into money. Merchandise must be moved and displaying it properly helps move it.

SET UP A DEFINITE GOAL

Let it be a long-distance objective. Study it. Analyze it. Blueprint it. Specify its bill of particulars. Be sure it is right. Then forget the long distance and begin to work out every problem involved, a step at a time.

Many men lose all the fruits of the distant goal by keeping their eyes persistently too far ahead. Do the job in hand as this hour's contribution to the great task and you will win out.
HAPPY NEW YEAR

TIME does not slacken its pace at the year's end nor quicken it at the beginning. But we—the Children of Time—may well pause on these occasions to ask if the road we are taking be straight, if our hearts be true, our fellowship unselfish.

For every dawning day reveals to each of us: The stretch of the journey to be traveled. The portion of the burden to be carried forward. The happiness to be found and scattered as we go. Herein, then, is the Happy New Year that dawns every day.

* * *

1902-1927

WHILE it is true that the twenty-fifth anniversary of our business has not arrived until the month of April, yet the very fact that we have entered the gateway of our twenty-fifth year, has inspired us—long since—to begin those preparations and to take up the considerations which center about this event.

In a recent conversation, Mr. Sams said to the writer: “We are, of course, all of us, rejoiced to have arrived at our twenty-fifth year but, looking at it in a sober sense, it is no more a remarkable year or a year worthy to be celebrated than any other. While I feel and accede to the propriety of the celebration of any anniversary, yet I must confess to a feeling which is the one leading thought in Mr. Penney’s opening article in this issue of The Dynamo; that the one valuable possession that has come to us through our work of twenty-five years, is the privilege of working for the twenty-sixth year, the twenty-seventh, the twenty-eighth and onward. To my mind, the year just ahead of us is the greatest year of all time. When that is past, the next year will be the greatest, and so on.

So let us keep our faces in the direction that we are traveling and remember the salty fate of Lot’s wife. Whatever that story may mean, it is certainly intended to prove that when one has once put his hands to the ploughshare, he certainly should not look back.

While I do not mean to convey the impression that we should not literally look back, let us all the more persistently and clearly and hopefully and constructively look forward. There are lots of years ahead of us and within those years and ourselves, is the possibility of making them stand out each more significant than any other. Therein lies our cause for rejoicing.

* * *

THE STORE MEETING MANUAL

BY the time this issue of The Dynamo reaches its readers, or shortly thereafter, the Store Meeting Manual will have been received by our Managers. The following paragraphs will recall to the Managers the purpose of the book, as explained at the Fall Conventions:

What is this Store Meeting Manual?

It is an outline for twenty-four Store Meetings. Each outline is meant to suggest rather than to tell the whole story. It is not complete but from it the Manager who wants help can get a definite frame-work on which to build a Store Meeting that will interest and help his entire group.

For some meetings, reading references have been given to the Business Training Course, The Dynamo, or different talks given in the past by Executives of this Company. In each case, the warning is given not to substitute such material for the individual store experience based on actual occurrences within that store.

Where is the Store Meeting Manual to be used?

The natural reply is that it should be used in every one of our stores. Today for different reasons there are a number of stores where Store Meetings are either a dream or a nightmare rather than a tangible asset. Whatever the reason, lack of material, lack of time, lack of experience or lack of energy, this Manual should certainly remove these lacks and make it easy to transform outlines into intelligent enthusiastic meetings.

When is this Manual to function?

The Meetings as outlined cover the year 1927. It is up to the stores whether 1928 and the succeeding years are to see similar outlines. Certainly the twenty-fifth Anniversary year is an ideal time for this new departure. Could we have a better beginning for the Silver Anniversary year than Store Meetings in seven hundred seventy-three stores, creating and developing Nation-Wide Service?

* * *

MORE EDUCATION

ELSEWHERE in this editorial department, we speak about the necessity of every man in business adding to the day’s experience a certain amount of study which shall enable him to continue throughout life that growth which, as a young man, he undoubtedly enjoyed, due to the enthusiasm of his undertaking and his desire to get along.

It is notorious, however, that men slacken up in their later thirties, forties or fifties. Not all men. But the majority of men. And yet, any man in any type of business can find more in that business than the average daily experience reveals. And furthermore, he can, by judicious reading and study of
other people’s experiences, find a deeper meaning in what is happening to him than he can find out for himself.

Some men develop this through strict study; others do it through careful reading. A list of books that is well chosen, offers a man an opportunity to do both these things; namely, both to read and to study deeply the subject matter of his business.

Here follows a list of books on business which any one can read with distinct advantage to himself. We trust that every reader of The Dynamo who is interested in the interpretation of business in its highest terms, will find time at least to sample the following titles:

First Economics, by J. E. LeRossignol.
My Life and Work, by Henry Ford, in collaboration with Samuel Crowther.
Today and Tomorrow, by Henry Ford, in collaboration with Samuel Crowther.
Getting the Most out of Business, by St. Elmo Lewis.
Personal Leadership in Industry, by David R. Craig.
Personnel Management, by Walter Deal Scott.
Forecasting, Planning and Budgeting in Business Management, by Percival White.
The Technic of Executive Control, by Irvin H. Schell.
Farm Accounting Principles and Problems, by Karl McMurry.
Applied Budgeting, by Henry Bruere.
Selling at Retail, by V. H. Pelz.
The Psychology of Selecting Men, by Donald A. Laird.
Procedure in Employment Psychology, by Bingham & Freyd.
Psychology in Business Relations, by A. J. Snow.
The Investigation of Business Problems; Technique and Procedure, by J. Eigelberner.
The Twelve Principles of Efficiency, by Harrington Emerson.

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CURRENT EDUCATION

KEEPING abreast of current developments is a continuous educational problem with every business man. He must be familiar with the latest developments in his line of business and in related lines of business. Finally, he must be conversant with the trend of economic events throughout the country and must understand their causes.

Here is a phase of business education which has not received sufficient consideration—the acquisition of technical knowledge as the business man moves along in his calling. The alert business man acquires this knowledge by taking an active part in the meetings of business organizations, by attending conventions and other technical gatherings, by the careful reading of technical magazines and books, by keeping himself ever receptive to new ideas and by following a carefully planned, definite educational program.

Business is undergoing such rapid development and growth that the business man needs to give thought to this matter of continuing education. He can ill afford to neglect attendance upon business organization meetings or to overlook the careful reading of magazines devoted to his business; nor can he afford to leave his training and development to chance, ignoring the opportunities offered by a definite program of study.

But the spirit of all forms of education in business is the distinctive Course of Study based upon the actual policies and practices of the business itself.

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THE KEENEST COMPETITION

WE have received from our Advertising Department, a copy of the Farm Trade News, containing an editorial so replete with downright common sense, efficient suggestion and the virtue of the measuring rod, that we pass it along as a bit of wisdom worth mulling over.

Every business man has but one competitor. That competitor is himself.

If things are not going right with his business, let him look to himself. “Know thyself” is a centuries old saying, but it is still a keynote of business as well as of personal success.

And it is well for the man who is making a success of his business to take as careful account of himself as ought the man who has failed.

The first of the year will soon be here, when merchants will be taking inventory. What a good thing it would be, if in addition to taking stock of goods on hand, they would take stock of themselves.

What depreciation would you have to put down for yourself if you did?

If you can’t win against yourself, you can’t win against your competitor.

No, every man has but one competitor with whom he needs to reckon.

That man is himself.

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NATIONAL THRIFT WEEK—JAN. 17 to 23

FOSTERED by the Y. M. C. A., in co-operation with forty-eight national, civic, educational and religious organizations, National Thrift Week, for the tenth year, gives every J. C. Penney Company Store an unusual opportunity to render a community service by participating in this event.

The principles of this movement are so similar to those of the J. C. Penney Company that we feel safe in recommending to our Managers to assist in local programs.

First—Get in touch with the President or Secretary of the local Y. M. C. A.

Second—If no Y. M. C. A. action is possible, the next person most interested would be the newspaper publisher. He will greatly benefit from a movement of this kind.

Third—As there is a High School Writing Contest to be held in conjunction with this event, your High School Principal would be interested.

Fourth—A special program sponsored by your Chamber of Commerce, Rotary or Kiwanis Club would be very helpful.

The Advertising Department has sent out a bulletin in detail, together with special window displays and newspaper advertising featuring this Thrift Week.
If you were asked this question, What is the most essential thing in the development of our Organization, what would be your answer? Mine would be, the man-power of the Organization. Man-power covers a very large field. To get the right kind takes a great deal of time and concentrated effort. Any kind of man is not good enough. Even the man with widely varied experience in our lines is not prepared to meet the big problems that our Organization has to solve until he is fitted for the job.

The Man can be of two types—the experienced and inexperienced. Both are students in our Company and need instruction. The mere fact that a student can speak German fluently does not mean he is a master of French. Both are distinct studies and require different angles of approach to perfect them. This same principle applies to businesses of different natures.

When a New Man arrives to take up his duties in our Organization, your reception of him will determine his first impression of the kind of job he is coming to. Make him feel he is wanted and is going to be a strong factor in the development of your store. Tell him the principles on which we operate and then during his career as a J. C. Penney Company Associate, sell them to him.

Most new men have some ideas of business management which may be very valuable to our Organization. It is human nature for a man to want to express his ideas as he has worked them out in some other place, before his connection with our Company. His ideas should be considered as good unless proved to the contrary.

So, give them a hearing. You may find them to be very essential in working out store problems. Do not be afraid your man will know as much as you if you offer your knowledge of the business to him. Use all the new ideas you can. They may help your progress, for after all one’s success is not an independent one. You acquire success through your own hard efforts combined with those of your Associates in business.

Is your mind full of good thoughts that would do the New Man some good, with no outlet for them? Do you feel that you should keep them concealed and not get them into circulation? Be a teacher and a student of your New Man. Teach him to serve and work under the policies of our Organization as they have been taught to you. Learn from your New Man and be able to work with him and not against him. Too many men are afraid some one will get a little more for their efforts. Consequently, they lose the greater possibilities that are awaiting them, all because their selfish natures keep them from working in harmony with other men to make the success for all a greater success.

Encourage your New Man. When he has proved his ability to be worthy of added responsibility, give it to him. Instruct him in the greater responsibility just as your Manager-Associate did with you. He has a definite purpose in mind and wants your help in formulating his ideas that he may reach the goal just ahead.

Measure the New Man in what you can do for him, that he can develop as the Organization wants him to. The returns you and the Company receive will be reflected back in what you have done for him since he first came to his New Job.
BUILDING our store into a permanent institution in our community should be the primary object of every store Manager. Our merchandising policies as set up in the beginning by our Founder were especially designed for permanency. Nowhere do we find any business progressing more soundly or expanding more rapidly than ours. Through years of changing conditions and changing business methods we have expanded to new fields covering every section and condition of this country and we find our operating policies fundamentally the same today as in the beginning.

There are many store operators today who feel that they could teach our Company much about store operation. They think they could show us much about creating interest or excitement, by making noise and otherwise livening up our stores, but their methods do not look into the future. They sacrifice their future for a little profit today.

Our Organization, operating without any of the modern hurrah stunts, stands out alone without a parallel for permanent, consistent growth in all the merchandising world, because our foundation was laid around those policies that make for permanency. So in planning for our store in our community, what better methods should we seek, what safer policies can we adopt than those set up in the beginning? They have been tried and found sufficient for every condition over these twenty-five years.

The degree of permanency attained in establishing our store as a community institution will be determined largely by the service our store renders to our community. Service rendered is our insurance of continued patronage. Earned patronage is always permanent.

We are trained merchants and should be experts in the business of merchandising. Our community is entitled to the full benefit of our training and store knowledge, together with the many advantages our large Organization offers in bringing to the community the best and newest merchandise at the lowest possible cost. In doing this lies our greatest opportunity for community service. We should serve our community in the manner that our training and equipment makes us most useful.

A doctor's opportunity for service is surely with his medicine. A lawyer's field for service is with the law. A preacher administers to our spiritual needs, and a merchant should serve with his knowledge of merchandising. No man can succeed at his profession unless he finds in his work full satisfaction for the ideal of his purpose in life regarding his individual service obligations to his fellow-man.

The thought I want to emphasize is this:

Our religious, social or civic activities should be rendered from the standpoint of personal duty or pleasure entirely independent and separate from our store operations.

Our opportunity for establishing our store as a permanent community institution lies in our giving to our community all it desires and deserves in a well-operated store and not by the Manager's individual service to the community rendered outside of the store.

Store service establishes the store.

Individual service establishes the individual.

Our Company reputation for store service and value-giving is the dominating factor in our stores becoming permanent institutions in our communities.

Let's keep it up.

Why the windows of our Tacoma, Washington, Store attract such favorable attention, Mr. P. E. Clampitt, Manager
TWO FACTORS THAT AID THE SUCCESSFUL SALESMAN

By GEORGE E. MACK, Manager at Ashtabula, Ohio

WHY is a successful salesman successful? Of course, there are many reasons but one thing about which we will all agree is that a successful salesman KNOWS HIS BUSINESS. He is an expert and renders expert service and advice.

If we are to be successful as salespeople, we must first learn all about the different phases of our business. Good salesmanship requires definite and accurate knowledge about oneself, the goods or business, and the customer.

FIRST. We must study ourselves so as to supplant our negative qualities with positive ones and gradually develop our personality into a strong, winning and pleasant one.

SECOND. Our business has many phases that must be mastered before we can rise above the average in ability. Our knowledge of the goods we sell must exceed that of the customer; otherwise we won't be able to convince him that he should follow our advice.

THIRD. We need a keen knowledge of human nature in general and of the different customer types that frequent our stores in particular. We must know the steps that the customer's mind must take before a sale can be accomplished.

Another quality that all successful salespeople possess is COURAGE. Knowing our business thoroughly and being courageous, we do not have a shaky or embarrassed feeling when we serve Mrs. Lotta Money, Miss Very Particular or Mr. Hard-to-Please. Many of the highest salaried salesmen are but young people. But they have mastered the art of selling and know their business so well that they have the courage to deal successfully with the biggest business men, any of whom are many years their senior. They know more about their particular line of goods than the one they are dealing with and are thus able to dominate the transaction.

Selling has been described as a battle of wits, with the best man usually winning. We, in our stores, by acquiring enough knowledge and developing sufficient courage and aggressiveness, can become more successful salespeople, give more expert advice, SERVE better and PROFIT MORE.
WAREHOUSING, on the whole, is a new factor in our Company's routine—we might well say that it is the newest factor—a phase which has but recently entered into our Organization's already crowded and eventful existence. Six short years ago, the word "warehouse" was an unknown quantity. The only space given over to merchandising at that time, was a small stock room. The entire personnel consisted of five men.

And today, what have we? A gigantic Organization, occupying the major portion of fourteen floors of our eighty-story building, employing some three hundred and fifty men. The building is equipped with chutes, conveyors, and every time- and labor-saving device known to modern industry. And we ship to our stores in a single month more merchandise than any large and progressive concerns handle throughout the course of an entire year.

The future—who knows? The gates of progress are still thrown wide. Economic and industrial conditions throughout the country were never better. Experts tell us that the surface of possibilities for the chain-store system of merchandising in the United States has only been scratched. This means that our Company's powers of expansion, broad and mighty as they have been in the past, are frankly conceded to be, as yet, unlimited. Who knows but that in a few short years, we shall speak of our St. Louis Warehouse, our Chicago Warehouse or our Portland Warehouse.

ARE we keeping pace with the times? Are we keeping up with the vanguard of progress? What are we giving to our Company?

So with the visualization of a future expansion, which must and will inevitably come, let us face this issue squarely and ask ourselves:

"Are we really serious about our jobs? Do we realize how big they are getting to be? Are we trying to fit ourselves for the weightier responsibilities which the future will bring upon us? Are we loyal to our Company—to the principles and policies which it expounds?"

None of us is downright disloyal, but there is a far-reaching gap between loyalty and disloyalty. Do we strive to master our problems? Do we take these problems to our superior, or do we on the other hand, carefully conceal our real problems, hang out the "All is well" sign, and only visit him when someone treads on our toes and offends our dignity?

THERE are problems and then again—there are problems. Do we strive to exercise judgment and discern between real and fancied? Do we realize that this Warehouse is maintained for just one single purpose—to give service—that each and every man from our Warehouse Manager, down to the office boy, is a means to that single purpose? Do we realize that merchandise on the shelves in our stock rooms, on the tables in our packing rooms, or in cases on our shipping floors, all represents capital invested, but yielding no dividends, and that each and every delay we contribute to, or permit others to contribute to, in filling, packing and shipping orders lessens our stores' chances for sales and the accumulating profit therefrom?

Are we fair and honest to ourselves, to our Associates, to those with whom we associate daily? Or are we striving to make the grade by belittling the other fellow? Success is not built in that way. We might just as well try to erect our building on a foundation of quicksand, for history has yet to record the name of a single man whose name spells success, having attained it by selfishness and egotism. Primarily, we are all out for ourselves. That is rather a broad statement, but it is nevertheless the truth, for man has not yet reached that state of idealism, where he will extend his best efforts and energies, and cheerfully see himself shunted into the background and someone else rewarded. Just as our success depends on the success of our Company as a whole, so also on our personal success depends the well-being of our families at home. But just how are we going about it?

Are we profiting by our past mistakes? Are we hostile to constructive criticism levelled at us for our own good? Do we allow prejudice to thwart our judgment and favoritism to blind it? Are we easily discouraged in the face of adversity, or have we the mental courage to try again? Sacrifice! Do we know what it means? overhead! Do we ever give it a thought and try to cut expense? Do we realize that each dollar needlessly spent for unnecessary overtime, lighting and other expenses means a dollar cut from the profits at the end of the year—profits that our stores rightfully earned and lost through no fault of theirs? Do we ever try the moral stimulus to be gained from reading useful things? Do we attempt to improve our education, to obtain any additional knowledge useful to us, in our own particular line of work?

Or, are we still in the wage-earner class—giving a day's work for a day's pay—starting and stopping with the bell—just drifting along (Continued on page 30)
LEADERSHIP requires self-denial and self-discipline primarily because, if a man is unable or unwilling to deny himself, he cannot expect the people working under his direction to discipline themselves. One who cannot control himself can neither control nor lead others.

Self-denial and self-discipline strengthen one's will-power, and without will-power one cannot have strength of character. A man's influence on his fellow men is in direct proportion to his strength of character.

The Greatest Leader of all times said:

*If any man would come after Me, let him deny himself. To be a leader one must submit to discipline. There is no man on earth who is not at all times governed either directly or indirectly by the wills, customs or conventions of others. From kings and presidents to common laborers, we all at some times must act, not according to our own desires, but as others decree. Without discipline there could not be cooperation, organization, or government; and without these the world would be chaos.*

In the J. C. Penney Company, as in other companies, there must be discipline. Our Managers are governed by the plans and ideals of the Company.

A man who does not follow the advice of those superior to him in training and experience cannot hope to have others follow his direction or accept his suggestions. It is not always easy to follow the advice of those under whose direction we work; but we can rest assured that in the main it is for our own good and the good of the Company as a whole. If we are not broad enough to see this, we can never hope to be selected as leaders ourselves. A man who will not listen to the advice of others will never give advice worth listening to.
Establishing Confidence

By C. D. Chapman, Associate at Salt Lake City, Utah

Our Organization is really made up of two distinct parts or groups of individuals. In one group we have the best Buyers obtainable in their particular lines, the best Accountants the country affords, and Executives who are big men in the business world.

The other group is made up of sellers. The majority of us are to be found in this group and it is up to us to take care of this end of the game. Those of the other group have unquestionably established a name for our Organization in the markets of the Nation.

Now, may I ask if we of the selling group are doing all we should to establish such confidence with our customers that they will have no desire to buy elsewhere, provided we carry the merchandise they wish? If not, where lies the difficulty?

Could it be that too many of us have not established that confidence within ourselves? If something should happen that would oblige you to discontinue your duties with the J. C. Penney Company, would you return to its stores to buy merchandise, knowing that they had what you wished to buy? If you cannot answer that question in the affirmative, I should say that you are not sold on the J. C. Penney Company proposition to the extent that you should be.

The question now arises, "What accounts for such a difficulty?" Perhaps too many of us are satisfied with knowing no more than is necessary to draw our pay and make no attempt to learn more about our Organization and the merchandise we handle. Derby Rib, Gunn Cut, 12 Momme, Retan, 220 Denim, Random Rib and dozens of other descriptive phrases mean nothing unless the Associates can explain them. Do we try to find out their meaning?

There is absolutely no excuse for ignorance regarding the merchandise we handle. If we all knew as much about our Organization and our merchandise as we should, we should be so enthused when we were waiting on customers that we should have a lot of facts ready to tell them and we could certainly put the gospel sound behind those facts.

Are we not failing to make the most of the opportunity afforded by connection with this great Organization? What is the solution?

Every woman in the selling group is a shareholder inasmuch as she participates in the profits through her bonus. Every man in the selling group is a part-owner inasmuch as he participates in the profits through new stores. Since we are all part-owners and assistant Managers in this Organization, should we not all pride ourselves with a most thorough knowledge of the Organization and the merchandise it handles?

The Educational Department has prepared a splendid course in Business Training, but have we all taken advantage of it? No woman who has been with this Organization three years has any excuse for not having completed the Business Training Course. If I become Manager of a store, I certainly will not recommend a man for managership until he has completed the Course. This Course covers very thoroughly the Organization of the Company and I believe that every person who has completed the Course is more thoroughly sold on the J. C. Penney Company than those who have not.

Outside of the Business Training Course there are many other avenues through which we may gain knowledge. Do we all read THE DYNAMO conscientiously? There is not an issue that is not filled with suggestions and good points that pertain to us all. Associates in the different departments should not hesitate to discuss the good points concerning their merchandise with each other. All will benefit in the end.

How many of us know from what Company we buy most of our shoes? How are you to find out? It is a dead cinch that if you are so disinterested you cannot ask someone who knows, the chances are you will go on in ignorance. The Manager or any of the men with buying experience would be glad to answer your questions. When you realize that the other fellow knows something you should know, draw on him; you may learn something.

Knowledge of our Organization and our merchandise will help to make sales leap and bonuses go sky high. I feel that if every Associate would take advantage of every opportunity, he has to learn more about this great Organization of ours and we shall all become sold to such an extent that we shall run over with enthusiasm and shall pass it on to our customers in such a way that they too will become enthused. If we do not have knowledge, we shall not have the confidence. If we haven't the confidence in our own merchandise, we cannot put the punch into our sales talks and establish confidence with our customers.

We are now arrived at a New Year and new possibilities. The New Year will be the Silver Anniversary. Our customers will undoubtedly ask hundreds of questions about our Organization when we advertise our Silver Anniversary. Let's all start now to learn more of it so we can answer these questions intelligently.

To sell you must make the customer feel as you do about the thing you have to sell.

January, 1927
SUCCESSION is the summit we all desire to reach. But we cannot step into an elevator and be whisked up without exertion. The road is steep, very steep, and it is necessary to exert brain and muscle to climb the hill step by step, painstakingly, pluckily, perseveringly.

Cheerfulness is important step and should be practised early in life. Success in business, if not in life itself, is simply the art of pleasing. Perhaps the greatest problem of capital is to keep labor content and, if this is done, half the victory is won, for labor or the employee can render the best service only when he is contented and happy, and thus make more business for his concern.

Many corporations refuse to elect executives, superintendents or foremen if they are grumpy or lacking a cheerful disposition. Promotion today is for the cheerful and employers prefer good-tempered and enthusiastic employees because grumpy managers never yet inspired loyalty among their men. A happy, cheerful person in an organization is as oil to a machine and a kind word said in a pleasing manner will bring better results and service than harsh words, regardless of who says them.

Dissatisfaction breeds carelessness, indifference and incompetence while it is said that cheerfulness is the parent of competence. J. Ogden Armour, head of the great packing business said: “I would give a million dollars to have Charlie Schwab’s smile.”

And Schwab himself gives his smile great credit for building up a business employing seventy-five thousand men. If a smile can be worth a million, why cultivate a frown for which there is no market? The worst thing one can carry around is a grouch. One must be an optimist to be successful. Fortune smiles on him who smiles, while the whole world frowns on the pessimist.

Mankind’s main purpose is the pursuit of happiness. Worry, melancholy, grouchiness and the like undermine health, while good spirits make for good digestion. Cheerfulness costs nothing, yet is beyond price. J. P. Morgan said that only an optimist could win in this country. Optimism and cheerfulness are brothers.

CHEERFULNESS is largely a habit of mind and can be cultivated. Some business places require their help to say Thank you after receiving the customer’s money. Then again, in some places one must say Good Morning upon entering, and Good Night when leaving, and this has a wonderfully cheering effect upon all Associates and creates harmony. Anything that does create such a feeling has a tendency to make one work harder; consequently, the Company profits thereby.

Now, another way to keep cheerfulness around us is to keep away all worry. It is physically and mentally impossible to feel cheerful and worry at the same time, for worry is a killer of cheerfulness. Worry shuts out the sunlight and good humor which are around the cheerful person.

If you find that worry has hold of you the only way to shut it out is to think of something of greater interest. The only way to forget about or put aside any problem that we have upon our minds very much is to think of something else. Every human being has good qualities and bad qualities and the only way to get rid of the bad qualities is to think and practise the opposite good ones. So the way to combat a gloomy feeling is to think and act cheerfully.

A very busy person does not have time to worry but, if because of weariness work must stop, worry is apt to set in. The only thing to do then is to turn directly to some recreation, pleasure or physical exercise. Again, some people are so absorbed in business that they do not have time to be cheerful, that is, they think they have not and, consequently, shout their orders in a rasping tone which upsets everybody around them. Such people must practise cheerful qualities and smile.

To be happy and cheerful, of course, we must mix a reasonable amount of recreation and pleasure with our work. We must get out and enjoy ourselves now and then and forget all about work for the time being. Then, when we do get back to work, we shall feel like digging in harder than ever.

To sum up, have all of us this quality of cheerfulness, this habit of setting our muscles for a smile and a pleasant word and manner? Do we worry? Or do we combat this negative quality by never giving ourselves time and opportunity to worry and by thinking of something bright and cheerful instead? Are we careless about the right of others to have a cheerful manner, a gentle smile, and a kindly word? Have we spoiled their opportunity to be cheerful by an angry word when there is little occasion for it?

True, to use a slang phrase, anyone and everyone will fly off the handle at some time or other, but this will do very little good and we must learn to keep cool. Life’s race can best be run with a light heart and buoyant manner and mistakes can be corrected much better in a kindly manner than with harsh tones.
STORE MEETINGS

Mr. and Mrs. Grady were presented with an appropriate gift by their store Associates.

* * *

WALLA WALLA, WASHINGTON

The Associates of the J. C. Penney Company of Walla Walla, Washington, held their first regular store meeting on Thursday, November fourth.

The meeting was opened by our Manager, Mr. C. W. Stieb, who gave a very interesting and instructive talk on The Benefits of Store Meetings and The Business Training Course.

Then Mr. Farris was made chairman and By-Laws were adopted. The PENNEY PEP CLUB was selected as a name, with the slogan, Don't make excuses—MAKE GOOD. The Club decided to meet the first Thursday in each month at seven forty-five P. M. Miss Elzada Thomas was elected Secretary. Dues were fixed at twenty-five cents a month. Plans and a program for the next meeting were discussed.

All Associates were present and all expressed themselves as being heartily in accord with the idea of Store Meetings. We are looking forward to our next meeting with eagerness.

—ELZADA THOMAS, Sec'y

* * *

BAKERSFIELD, CALIFORNIA

The members of Pep Club No. 72 enjoyed one of the most peppy and helpful meetings which they have had for some time on Tuesday night, November sixteenth. Several of the Associates' wives were present, so the meeting was devoted in part to an explanation of the Organization Policies and their relationship to the life partners of the Associates.

Several talks were given by members of the Club who explained their attitude toward the Organization and in just what manner the Associates' wives might help their husbands succeed in their chosen life work.

Mr. W. F. Gettle explained why it is necessary for the Associates to devote so much time, work, and study to the business. He said this is necessary in order that the men might be ready as soon as possible to assume new duties and to take the management of a store, which, of course, they are all looking to and are— or should be—working toward. He emphasized the necessity of the man and his wife working together in the closest harmony and co-operation if success is to be attained with this or any other organization.

Mr. Tomlinson in his enjoyable talk on Why I Should Rather Work for the J. C. Penney Company Than Any Other Organization recounted his early experiences in merchandising, telling how many of the small stores with which he had been associated had gone bankrupt due to the lack of scientific business methods. He developed the following points as being his reasons for working for the J. C. Penney Company:

1. Potential partnership plan
2. Assistance given by the specialized departments
3. Opportunities offered for advancement
4. Protection given to the employees' beneficiaries in case of sickness or death
5. Congeniality and co-operative spirit among the Associates.

Mr. Okay Gettle, speaking on The Ideals and Principles of the J. C. Penney Company, stated that the Company itself can have no principles, it can only have ideals. Therefore, the employees must have the principles and must see that they are lived up to.

Mr. Bowling's topic, What the Future Holds Forth for the J. C. Penney Company Associates, was read by Mr. Westbrook, owing to the fact that Mr. Bowling was ill and unable to attend the meeting. The idea was brought out quite forcibly that it would work to the benefit of the Associates themselves, the policy of restricting managerial positions to only those men who can qualify in every department and branch of the store. He stated that the Manager of Tomorrow must know all the lines of merchandise and must be a man capable of holding the coveted position. He pointed out to the wives that much of the credit for the success of her husband—if he gains success in his chosen field—is due to her.

Mr. Lauderdale spoke of The Reason Why the Operation of the J. C. Penney Company Is Different From That of Others. He brings out the fact that in other stores the men become specialized as department men while in the J. C. Penney Company they are broadened into merchandising men who can co-operate and work together for the good of the whole.

Mr. Weinberg gave an interesting talk on the subject, My Attitude Toward the J. C. Penney Company. He points out quite effectively that it makes a considerable difference whether we view the Company from the outside or from the inside. He explains that our attitude should be one of showing what we can do rather than one of telling what we can do.

Mr. Frank O'Dell, Mr. Peter Kliwer, Mr. Alvin Nickel and Mrs. Dawson gave short and interesting talks upon timely subjects relative to handling the Christmas business.

The meeting was then adjourned after several of the members had expressed their pleasure at having the wives meet with members of the Pep Club. The meeting was pronounced a decided success and it was decided to feature a "Wives' Night" again next year.

—MAURICE HANNAPOL, Sec'y

JANUARY, 1927
GOOD THINGS FROM MANY SOURCES

"NO TIME TO READ"

The man who tells you he has no time to read business papers usually can tell you all the dope on sports, fights, football, races, etc. He is a walking bureau of information on all the choice murder sensations and scandals. He pores over the pink sheets and is able to lead the barber shop talk on all the latest in crime.

* * *

THE CALL FOR A MAN

WANTED: A man who can find things to be done without help of a manager and three assistants.

A man who gets to work on time in the morning and does not imperil the lives of others in an attempt to be the first to quit work at night.

A man who is neat in appearance and does not sufl for an hour's overtime in emergencies.

A man who moves quickly and makes as little noise as possible about it.

A man who looks straight in the eye and tells the truth every time.

A man who does not pity himself for having to work.

A man who is cheerful, courteous to everyone and determined to "make good."

A man who, when he does not know, says "I don't know," and when he is asked to do anything, says "I'll try."

—Flatbush Observer

* * *

THE HABIT OF READING

Are you cultivating the reading habit?

An increasingly large number of people are appreciating what books can do for them. For those who are busy all day long, the journey to and from work is a wonderful opportunity to read; the lunch hour, too, is a good time to feed the mind as well as the body. The biography of a successful man or woman is an inspiration to do your own job to the very best of your ability. A romance, a tale of thrilling adventure, a story of exploration and discovery in far distant lands—all are escapes from the fatigue and little annoyances and worries of the day's work.

If you get into the habit of taking a book with you to and from your work, of carrying it with you wherever you go, to pick up at odd times, when you otherwise might be merely idle, you will be amazed to see how many books a month you can read.

* * *

THERE'S NO SUBSTITUTE FOR PERSONALITY

How often do we hear that the "little man" in business hasn't a chance?

We were once a nation of small shopkeepers. Now, the department and chain stores with their big advertising, also the obvious advantage of buying in large quantities and selling at cut-rates, threaten not only to exterminate the little shopkeeper but also to squelch the ambitions of those who might go into business for themselves in a small way.

But the little shopkeeper has something to sell that no great organized business can carry in stock. And the commodity that the big fellow never carries does not increase the little merchant's working capital; it decreases it and enables him to do more business on a smaller amount of capital invested, thereby increasing his annual turnover and his profits. That commodity is friendliness and a personal interest in the customer—personality.

This is the thing to which merchants who are big business men are giving a great deal of attention. Those in the research and marketing end of the advertising profession are studying this business phenomenon, trying to find some magic formula that big business may apply advantageously. But everybody interested in retail business knows that there is no substitute for personality, and that success comes to the giants of the retail merchandising business in proportion to their ability to cast the shadow of their personality upon every one in their establishment, even down to "Cash," the bundle wrappers, and their delivery men.

There is always a place in the picture for the "little fellow" if he is big enough to realize and capitalize the priceless asset of personal service.

—Lockwood Barr, in "Forbes Magazine" (N. Y.)

* * *

TAKE A GOOD LOOK

Put down the reasons why you think yourself a capable merchant and against this enumerate the items in which you are lacking. If you are as honest in invoicing yourself as you are among stock inventory, you will have a keener conception of who you are and what you can do.

Having before you the inventories of yourself and your merchandise, carefully plan your method of operation for the coming year. You can easily see wherein you are strong and where you need help. If you are weak in buying novelties, employ some one who can give you the necessary help. If in need of additional capital consult your banker.

If your stock is top heavy, confer with your salesforce. Plan with them the best way out. Be alert at all times to what your inventories disclose. From these you have decided your policy which was one consistent with the ambition you originally had, to lay a foundation for a progressive business.

* * *

SUCCESS

SUCCESS frequently travels with a closed mouth, but never with a closed mind.

HOW TO GROW

A TREE or a man to grow must have a fixed root place. Yet, strangely enough, many men, because they really want to grow, keep moving from place to place thinking to gain, but in a majority of instances have gained nothing at all.

Any genuine man will grow best in having a settled standpoint. It is doubtless true that some men may have chosen the wrong place to begin, but in the long run patience, steadiness, and perseverance have won out.

—John Wanamaker

* * *

WHY SALESMEN DIE YOUNG

Salesman (wiping the perspiration from his brow)—"I'm afraid, madam, we've shown you all our stock of linoleum but, we could get more from our factory."

Customer—"Well, perhaps you had better! You see, I want something of a neater pattern and quite small. Just a little square for my bird cage!"

—Forbes Magazine (N. Y.)

* * *

SAVING

The moment a man begins to save, however little, he starts a habit that would be the salvation of nine men out of ten.

—Brisbane

MAKE THE STORE INTERIOR INTERESTING

The interior of a store is more or less of a fixed affair. Yet how wonderful it would be if every month there could be something entirely different about the store to bring in the customer. This can be accomplished in a small way and with very little trouble. There are, in the average establishment, certain moveable fixtures such as display racks, display cards, posters and pictures. There are also chairs, tables, mirrors and sometimes rugs. If occasionally these movable furnishings are changed about, the establishment will continue to have a young look.

It is surprising the change that can be made in a place by moving rugs here and there, putting a mirror where a display form used to be and placing the form in the mirror's old corner. Hang any distinctive pictures you may have in a new location; and, as for curtains and drapes, one dealer has two rooms in his establishment, each room having two windows and of the same size. Regularly once a month, he exchanges the curtains in these two rooms, and every month he receives compliments from his patrons on his new drapes.

This does not really require much effort on the dealer's part, and the returns are quite worth while. The effect is to keep people interested in your store.

—Exchange

JANUARY, 1927 28
EXERCISE OF PATIENCE

Exercise of patience assisted me in closing a sale of white silk for a confirmation dress to a lady and her daughter of fifteen. In first ascertaining who the material was for, I was informed that it was for the daughter. Noticing that the mother was leaving it to the daughter to make her own selection, I immediately proceeded to assist the daughter and finally found a material to her liking. As I was about to cut into the material, the mother, who had until now not showed any sign of interest in the daughter’s selection, asked me to wait until she was sure her daughter had made the proper selection. I then proceeded to sell the mother on the material. After consuming considerable time with her, she remarked, “I believe it will be all right, but before you cut into it I want my mother to see it.” (She meant her daughter’s grandmother). My patience was beginning to show signs of wear, because I was wondering how far up the family tree the sale would run before coming to a close.

As the grandmother was in the far end of the store, looking at ready-made dresses, quite a few minutes elapsed before she appeared. From the remarks made I felt reasonably sure that the decision rested with “Grandma” and I again began my sales talk with “Grandma,” and started it with telling her the story of the silks first, to gain her interest and attention, following this up with explaining why the daughter and mother had selected this particular quality. When I received the privilege to cut into the material, I thanked “Grandma” graciously as it made me happy to know that I had won a sale from exerting a lot of patience.

—E. R. C., Grand Forks, North Dakota

TACT IN SELLING

A man came in with his wife to buy a suit of clothes. He tried on several suits and expressed himself in favor of a gray one while his wife seemed to favor a blue one. In fact, she made her choice so plainly that I said to him to take a gray. I realized that to express myself radically in favor of either would be disastrous to the sale, but I really favored the gray for the reason that it looked the better and because we had quite a few grays and very few blues in stock.

In the course of the talk the point of showing dust and soil came up. I intentionally, although it appeared accidentally, dropped the blue coat on the floor and when I picked it up it noticeably showed lint and dust. The gray coat, when subjected to the same test, did not show the dust at all.

We had decidedly won a point there that broke the ice in our favor. I made her feel that I had all due respect for her opinions and at the same time with the help of her husband I kept building favor for the gray suit. She finally gave in with “Well, I don’t care, you will have to wear it,” and walked away to the ready-to-wear department. She wasn’t completely won over but we had her consent to a gray suit anyway.

—F. Z. Dickinson, North Dakota

“PATIENCE PERSONIFIED”

Time and Place: 12:30 P. M. A hot summer day in a J. C. Penney Company Store. Scene: Business Transaction in the Clothing Department.

About 12:30 one day I intercepted a customer as I was making a hasty departure for my noon meal. My customer, who was a sweet, easy-going old lady from the country, informed me that her son would be in the store as soon as he came from school. After fifteen minutes of waiting, he came on the scene. Being a normal boy, he had a ravenous appetite.

The mother had prepared for that, as in one corner she had placed a well-wrapped lunch. As I started to show the suits, the mother started to unwrap her son’s lunch. At the very minute when her son was slipping his arms into the coat, the mother handed him a boiled egg and a sandwich. To make the situation more complicated the mother stepped into the adjoining store and purchased three ice cream cones. She had purchased one for me, for she said I had been so patient. After refusing the inappropriate gift several times, I had to take it to keep my customer from being offended.

When the boy removed the coat, he handed me his ice cream cone to hold while he tried on another suit. I held the dripping cone until he had finished it. By the time he had finished his lunch I had sold him a suit.

Although I had lost my appetite from handling the partly eaten sandwiches and boiled eggs, I really was as satisfied as they were, since the sale had been made in spite of the trying circumstances.

V. M. F., Chillicothe, Missouri

THE DEVELOPMENT OF CHARACTER

It would be just as stupid for a salesman to memorize the words and phrases of a sales talk as to memorize the ten commandments and expect true development. The only way to build spiritual character is by the active exercise of spiritual qualities. . . . This takes effort and will, but only a small expenditure of effort can we develop personality or character.

—S. B., Portland, Oregon

DIFFERENT TYPES OF CUSTOMERS

1. The customer who must watch carefully every penny.
2. The one who needs not be quite so economical.
3. The mentally weary customer who may need special assistance and consideration.
4. The child who comes to purchase on his own account.
5. The one who saves a tired or busy mother a trip to the store.
6. Parents, accompanied by one or more restless children.
7. The husband who accompanies his wife, while she selects a hat, dress, or shoes.

—A. C. L., Marshalltown, Iowa

QUALIFYING FOR MANAGERSHIP

If the Manager keeps you working at maximum capacity, don’t think he is overworking you. He is merely doing what is required of him. He is supposed to see that you receive training in the shortest possible time and you will be on the road to Managership all the sooner.


SINCERITY

We can’t throw a hammer at a man and have it turn to a cushion on the way. We can’t talk insincerely and convey an impression of sincerity. Sincerity is just honesty, earniness and deep-rooted, unshakable belief, all rolled into one.

—J. D. B., Lancaster, Penna.

THE B. T. C.

This Business Training Course is a most wholesome contribution to the literature that makes for success. It abounds in passages of great beauty and strength, but the most noticeable feature is a solidly sensible outline of the individual’s needs and the directions showing how to develop what is needed.

The golden threads of information which are so closely woven into its pages represent the essence of all the best that has ever been done or attained in the Field of Selling. What others have done, all may do.

—H. E., Montesano, Wash.

SATISFACTION

Satisfaction is a big part in our selling policies. It does not mean the service of an article alone but the courteous and willing manner in which our customers are served and other considerations that a customer expects.

—R. C. K., Ballard, Washington

JANUARY, 1927

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Am I Filling My Position 100%?

By GEORGE K. FISHPAW, Associate at Fostoria, Ohio

ARE we doing our work every day as well as we can?

Do you believe that each one of us, you and I, could if we tried, do a little bit better every day? Of course we could. There isn’t a person who cannot improve his work.

Are we giving the public the best Service that we can?

No, we are not. The one great policy of this Company is SERVICE, spelled with a capital “S.” It demands the very best of Service that we are capable of giving. As soon as a customer enters the store, notice him quickly. Let the marking, or whatever you are doing, go. Don’t worry about the work. Greet the customer. That is your job.

Never show the customer that you are tired. Always be cheerful. Customers do not come to buy sleepiness or grouchiness. They come to buy Merchandise. Treat the late comers on Saturday night as cordially as you did the early ones. You do not know why they did not come in sooner. The impression you make may mean something big in the future. They may come back to buy a big bill of goods and suggestions are acted on as well as criticisms.

General good feeling prevails, songs are sung, and much good has been accomplished by these meetings.

Nine of the boys are enrolled in the Business Training Course and nine of our members recently were presented with the J. C. Penney Company Button and were proud to take the obligation of a J. C. Penney Company man.

—A. J. MEURY

Maintaining Our Rightful Position

(Continued from page 14)

I tried to play the game square with all concerned, not forgetting my competitor. I accepted counsel from those delegated to give counsel. I felt that they were out to help me rather than hook me.

“In short, I adhered to the merchandising principles that had made us the World’s Largest Chain Department Store Organization, feeling that the same principles would make me this town’s largest department store. The Organization charted the rocks, furnished the boat and supplied the coal. I steered the boat.

“If you feel that I have been successful, here is what I started with:

“An Organization without a peer in its particular field, a good training and a fair knowledge as to what was expected of me; confidence in our proposition and our entire personnel; optimism galore; a willingness to fight it out on any legitimate basis; and last but not least, a goal to reach—that of having the largest volume of sales of any department store in my town.”

How Much Are You Giving to the J. C. Penney Company?

(Continued from page 23)

with the tide of progress, hoping against hope that we shall get by? No problems; no vision; no thought of the future. Surely this is not our point of view but, if it were, we should certainly be headed for the “also-ran” column, for progress has an unerring, uncanny way of kicking up a backwash against which we cannot fight and, struggle as we may, we shall fast find ourselves joining the ranks of the great horde of ne’er-do-wells, who in their own perverted opinions “never had a chance.”

No man can earn success for another. He can help, encourage and promote another one morning but we must do the plugging and sink or swim for ourselves.

As we go from day to day, let us always remember that Progress, like Time, waits for no man, but goes unsungly on. To those who keep pace, to the swift belongs the race, the fruits of victory; for Life (we are told), is just a big parade. Let us keep up with the front ranks, for when we fall behind, we are hopelessly lost.
A Man's Prayer

TEACH me that sixty minutes make an hour, sixteen ounces a pound and one hundred cents a dollar.

Help me to live so that I can lie down at night with a clear conscience and unhaunted by the faces of those to whom I may have brought pain.

Grant that I may earn my meal ticket on the square, and in earning it I may do unto others as I would have them do unto me.

Deafen me to the jingle of tainted money.

Blind me to the faults of other fellows and reveal to me my own.

Guide me so that each night when I look across the table at my wife, who has been a blessing to me, I will have nothing to conceal.

Keep me young enough to laugh with little children and sympathetic so as to be considerate of old age.

And comes the day of darkening shades make the ceremony short and the epitaph simple: "Here lies a man."
A Nation-wide Institution