DEFINITENESS
of purpose and a righteous method of carrying out that purpose will bring to a man the experiences that constitute success.
Pile Up August Sales

MIND has great control over matter, in fact the progress of the world comes from replacing an “old rut” thought with a “new idea.”

Likewise progress of our August business will come by taking that “old rut” thought about August being slow, and replacing it with the “new idea” that it is just as good a month for business as any other.

And why not?

We are outfitters for men, women and children.

August is the Going away and Coming back month.

And what man, woman or child does not want something new before going away and need something new when coming back?

And people are just as susceptible to buying in one month as another, if there is enough enthusiasm back of the selling.

Let us pile up August sales by making up our minds that the business is there, and keeping on our toes to get it.

J. A. Rahn
THE WOMAN ASSOCIATE

By MARY CHORD, Buyer, Department E

THE Woman Associate has been a most important factor in the upbuilding of the J. C. Penney Company. She has contributed in no small measure to the nation-wide success of the Institution of which she is a part—in many notable instances as the help-mate and team-mate of her husband.

It is the policy of the J. C. Penney Company to offer to the Woman Associate every possible aid to success in her field as a recognition of her share in the Company's success. One of the most substantial ways in which this recognition comes is in the annual bonus cheque, the amount of which is based upon the individual's sales for the year past, if she be a producing Associate, and upon her length of service. The non-producer's bonus is based upon length of service. She also is eligible to the benefits of the Death Protection Plan after she has been in the employ of the Company for six months.

THESE practical and substantial benefits are by no means the only ones derived from association with the J. C. Penney Company. There are advantages other than these. By taking the Business Training Course, which is offered without charge, the Woman Associate increases her efficiency as a saleswoman and her capacity for applying new ideas. There is also THE DYNAMO which keeps her in touch with the best thought of the Company's best minds.

The new contacts each day and the numberless problems that call for solution certainly prepare every woman for success in any occupation, whether she remains in our Company or whether she becomes a home-maker. By such contacts we are bound to grow more useful to ourselves and to our community.

THE Woman Associate will play a more and more important part in the development of the Company as the years pass. With the growth of our Company, many new fields in which her influence will be needed will open up. Her progress and advancement cannot be retarded.

Every woman in our Organization should make it her aim to become familiar with our Company Principles and Policies. No real advancement is possible for her unless these fundamentals become the mainspring of her business activity with us. Then there is the necessity of being ever alert to increase knowledge of her merchandise. No one ever knows everything about anything; hence the necessity of continuous effort to know more.

Do we recognize our opportunity to earn success by profitable thinking coupled with action?

Do we realize the vastness of our Organization and the ever-increasing possibilities to advance?

Let us give these things our earnest consideration, for we gain in strength by using what we have.
HOW WE SET UP SELLING TALKS ON OUR MERCHANDISE

By W. S. BOLGER, Manager at Medford, Oregon

The title of this article is just a bit misleading as we do not "set up" selling talks in the accepted sense of the word. Prepared selling talks are seldom successful and their faults so greatly outnumber their virtues that we have eliminated them as unethical and impractical.

Ours is just a small store—with a sales force of but four. This quartet attempts to harmonize in singing the praises of J. C. Penney Company merchandise in an honest and sincere way. The people of our community are, like ourselves, just plain folks and in our scheme of things the "high-powered" salesperson has no place.

If merchandise is checked in and marked at night during the absence of the girls, we call their attention to new merchandise upon their arrival in the morning, explaining the values, qualities and the main pertinent points of the various articles. Feeling that the use of superlatives leads to distrust, we describe the article in honest terms and in the same sincere manner pass the good word along to our trade. Owing to the small number in our force, our store meetings are held in conjunction with our store at Ely, Nevada, which is but fourteen miles away. These store meetings are held twice each month but the daily store meeting where we talk shop all the time is a producer of best results.

As I have stated before, this little quartet, constantly singing the praises of our wares, is an effective and economical way of advertising. The Manager should, I believe, sing the lead and aid in getting the most perfect harmony possible by first having his entire sales force in tune. Superlatives and slang are not in keeping with the policies of our Organization so we avoid them. We preach that our values are superior and attempt to prove the fact. Knowledge of our goods, faith in them, backed up with a sincere and honest sales talk and topped off with a service that has no equal, should promote confidence and good-will in any community.

It is not for the average customer who is familiar with our methods and merchandise that we need have a thorough knowledge of our merchandise. It is for the doubtful, the skeptical and those not well acquainted with our Company. To bore the average customer with your thorough knowledge of percale, for example, by stopping to explain the thread count, printing, colors, and width, is a waste of time both for yourself and for the consumer. To the stranger, the fact that we sell thirty-six inch GLADIO percale at sixteen cents a yard, with exclusive patterns, and that the thread count is such that it will assure good service, with an explanation of the Buying Power of our Nation-Wide Institution will bring the doubtful one from favorable attention to action that results in purchases, and at the same time establishes confidence in the salesperson and the store.

We stress our own brands more because we feel the buying public is more or less familiar with the advertised brands we carry. It is only part of the game, when checking in PENCO pillow tubing, for example, to cite to your sales force the permanent linen finish, the fine even texture and the extremely good value. Or, our MARATHON hats, to bring home the fact that these are all fur felt models of exclusive design, with full leather sweat-bands, and that enormous quantities purchased by our Company mean price concessions not obtainable elsewhere.

Our LADY-LYKE corset is but another of the many articles upon which we can prepare the basis for selling talks. Scientifically made, sold only in our stores, and produced at prices that other stores cannot get are facts that bear no denial. We must sell the sales force before we can expect them to sell the trade. Knowledge is power and we must have thorough knowledge based upon facts and put across with all the sincerity and honesty at our command.

Aside from the points brought out by the Manager, the store force has access to trade journals, THE DYNAMO, the Business Training Course, bulletins from the various Departments, and the merchandise itself. We find these little daily "store meetings" bring results. Verbal advertising over the counter backs up the printed word issued in the local papers. Generalities in sales talks are not effective—we must be specific.

As stated in the opening paragraph, we do not "set up" sales talks but we do prepare the "basis" for such talks. Summarizing, we might say: (1) Knowledge of the merchandise, (2) Sincerity, (3) Honesty, (4) Earnestness, (5) Loyalty, and (6) Willingness, are the cardinal virtues for a real sales talk.

AUGUST, 1927
EDUCATING THE STORE FORCE PROPERLY

[The increasing practice of educating people in business brings forth from time to time editorials concerning the advisability of this procedure. In a recent issue of the Equipment Section of "Dry Goods Economist," the following editorial appeared. We present this to our readers, to show them not the system and methods we, ourselves, are pursuing but the scope of training that is becoming more and more broadened in stores which are doing significant work in improving their service to the public.]

ALMOST every store maintains an educational department. Employees from the different departments are sent there regularly to be instructed in the phases of store operations and systems. There is no doubt that these educational departments are doing a good job, especially in view of the fact that in most stores they are being enlarged.

However, we believe that the scope of training should be broadened. That is, classes should be instructed in the duties of departments other than their own. Usually the sales force classes are educated along the lines of selling, how the merchandise is made and its salient features, how to make out the various types of sales slips, and a few other things. In many cases these instructions do not go beyond their own departments.

WHAT is true of these sections of the store applies to many other departments.

To complete this educational work we believe that in addition to the educational department’s instructing the employees regarding other departments than their own, each department should send its employees into other departments to familiarize themselves with what work is done there and how it is done.

Each employee should spend a certain amount of time every week or month working in another department. They need not study all technical details of the department but should learn how this work affects their own departments, either directly or in the cycle needed to complete a transaction.

A few stores have started the ball rolling by having their floor managers and aislermen spend a certain amount of time in some of the service departments of the store.

This is a very good beginning but we believe that this training should be extended to include every employee in the store.

Do you read your Dynamo carefully? Test yourself with the following questions:

1. Why is August, like every other month, a good month for increasing sales?
2. What kind of contest would be most helpful in a store?
3. What did Theodore Roosevelt say of the Law of Worthy Life?
4. What kind of man is the business world on the look-out for?
5. What does Fred B. Barton say that business needs?
6. What helps to keep business in town?
7. Why are price tickets needed in our windows?
8. What should be the basis for selling talks?
9. What gave Raisins their place on the map?
10. What, in your mind, is the best Good Idea on page 29?

Answers to these questions will be found on page 30. Give yourself a rating of ten each on those you can answer.

AUGUST, 1927
WHY PRICE TICKETS IN WINDOWS PAY

By A. H. NELSON, Manager at Willmar, Minnesota

There is no doubt that most of our stores profit greatly through the use of window displays. In fact a good window is a vital part of our advertising. Yet I believe that often the results we secure might be greatly increased by the proper use of price tickets.

We Managers agree pretty well on two things, at least, as regards our windows. First, we want them to sell merchandise for us and second we want them to be attractive. But the two go together. The attractiveness is a means of drawing customers into the store and inducing the stranger on the walk to come in.

How often we have heard a customer say, "Let me see that dress you have in the window" or "that overcoat!" It is a common occurrence. It is heard almost every day as a result of the display of larger items of merchandise in our windows. But how about the smaller items? Do they attract as well? Do customers come in and inquire about them?

Let me relate an incident that occurred while I was working in one of our stores a few years ago. A well-known clergyman came into our store one morning and after a cordial greeting asked the salesman who came to wait on him to let him see those ninety-eight-cent ties shown in the window. By the way, this was the first time the minister had been inside the store. The salesman immediately showed him the ties and in a short while had sold him six of them. The newly-found customer then explained that he had been buying ties for three dollars at other stores and that he could hardly believe his eyes when he saw our ties in the windows selling at ninety-eight cents.

The above incident is only one of many where the price ticket did the trick and gained a customer.

We are going to enumerate three very good reasons why we put price tickets on the merchandise in our display windows. They are:

First. Human nature is inquisitive. We are all more or less curious. On the other hand, despite this inquisitiveness, some folks are too proud to come in and inquire as to the price. Others will not take the time to find out the price of an article by coming into the store and asking about it.

Second. Most of the window-shopping of today is done in the evening hours. It is at that time, under artificial light, that an attractive window display needs, more than ever, the price ticket. The door is closed to him or her who wishes to know the price. It is almost imperative that the price ticket be used.

Third. In our newspaper advertising we describe our merchandise and quote the prices. Why not tie up with this advertising by putting into our windows such described articles and the price ticket? It means another strong move in the right direction.

We have found in our window displays some very interesting things about the proper placing of price tickets. In our ready-to-wear window, for instance, we have found that a window of one price brings in more business than a "mixed window." In a window of this kind we use a price ticket showing "Dresses at $9.90" or "Coats at $19.75" of a size 7 x 11 inches and neatly printed. This card is then set on a stand and placed among the dresses or coats. We also use this size card on a unit display of any size.

On all accessories and furnishings we use the smaller card, 2 x 2½ inches. On all men's clothing and mixed ready-to-wear windows we use the next size, 2¼ x 3½ inches. On hats, caps, and shoes we use the ticket made for that purpose. We believe that, if we make our windows attractive, it will be unnecessary to use the larger cards. The smaller cards will tell the story if our window first attracts the passerby.

We never use price tickets that have become soiled. Such cards will do great harm and will injure the beauty of the entire display. They are like spots on an evening gown.

In conclusion, let me emphasize the need of the price ticket. The whole story is not told by your display window when the ticket is not used. I might add to the well-known saying Merchandise displayed is half sold, this phrase, Merchandise displayed in windows with neat price tickets sells more than itself. It sells the good-will of our Organization to the passing public.

Never use price tickets that have become soiled. They will do great harm and spoil the beauty of the display.

August, 1927
WINDOW TRIMMING IS AN ART

By GLENN B. THOMAS, Manager at St. Helens, Oregon

WINDOW trimming is an art that, when properly mastered, is one of the biggest assets of our stores. Our windows could rightfully be called the eyes of our store, for it is through them that the people see what attracts or repels them to or from our stores. A good many people judge us, and they should, by our windows.

Too many windows are put in, or should I say thrown in, without any thought or planning but with just the idea of filling up space and seeing how quickly it can be done. Our windows are our silent salesmen, and just how good or bad they will be depends on how much time and planning we take in putting them in. One thing to remember is that your windows are selling goods for you eighteen hours a day, while our Associates are only with us eight to ten hours. So they are really making sales while we sleep, or getting the people worked up to a buying state of mind so sales can be completed in the morning when we open the door.

We know that when we focus our eyes on an object that interests us, we stop and look at it. If we are not interested, we never give it a second glance or thought. So let us make our window trims so attractive and interesting that our customers and the people whom we want to be our customers not only will give our windows a glance but will be compelled to stop and look. Then through the drawing power of our windows we shall bring them inside where our sale can be completed—a sale that was started by our silent salesmen, "Our Windows."

The first thing on planning a window is to see that your windows and the floors of your windows are clean. Probably nothing is more repulsive to your trade than to see a dirty, slovenly window. It makes your merchandise look like junk.

The actual work of trimming our windows has been made easy by our window-trimming department in New York City which sends out plans and directions for trimming almost any kind of window desired. We should make use of it. Then if you are following out the weekly selling campaign arranged by the Advertising Department, you will not be troubled by getting unseasonable merchandise in the window. We should back up our advertising by window displays showing the merchandise advertised.

In trimming our windows, we have found the best results come from displays that are not crowded or jammed. Make as many unit trims as possible, but do not mix them up. If you find you are not going to be able to get all the merchandise in, leave some of it out, but trim your windows oftener. Don't go back ten or twelve years ago to the days when they used to hang the merchandise from the ceiling and back of the windows.

Once in a while it might be a good plan to make a big display of some single article. To illustrate, a few years back when overalls were selling at two dollars a pair, the bottom dropped out of the cotton market, and overalls took a tremendous drop. We were fortunate enough to be low on overalls and happened to have three bales coming in at the new price and at the logical time, so we immediately got busy and ran an ad on overalls at the new low price and to back our ad up we decided on a little different window.

Instead of trimming the window in our usual way we just simply rolled a fifty-dozen bale of overalls into the window, ripped the cover off and let them spread out, placing a card in the center telling about the new low price. Needless to say, we sold overalls, and I think it was as effective a window display as we could have put in under the circumstances. It was so unusual from our regular run of windows that people stopped and looked even if they did not intend to buy, but the chances are they told others.

Extreme care should be taken in the selection of Ready-to-Wear and Millinery. It is a very good plan to let the Ready-to-Wear Saleswoman select the garments for the window so that she can see that they are all pressed. Above all else, see to it that the garments selected do not clash, for it would kill the effect of the window, no matter how good it might be otherwise.

The price problem is another thing to take into consideration. It is not a good plan to use all inexpensive merchandise for, if you do, some people will get the wrong impression. The same holds true if you run all high-priced merchandise. Some people will say it is too expensive. So we should study the needs of our communities and try to have what they want.

One of the most important (Continued on page 30)
KEEPING TRADE IN TOWN

By R. A. TINKER, Manager at Wausau, Wisconsin

THERE are certain people who always trade in a place other than their own town. These folks from our town go to Milwaukee; some of the people of Milwaukee go to Chicago; some in Chicago go to New York and so on. The one reason that these people give is that they want exclusive styles not shown in their particular town.

There are certain other people who trade in the larger city, thinking they are buying for less. The fact is that it costs more money to do business in the loop district in Chicago than in the smaller towns.

It is our job to show and convince people that they can get as new and as exclusive designs at a more reasonable price than they can in the larger city. No matter where a person buys there is the chance that some other store may buy the same dress from the same manufacturer and in that way someone else may have the same dress, coat or whatever it may be.

In our town we have tried out a co-operative series of advertisements. The merchants joined in paying the bill but the articles were signed A loyal group of citizens who are interested in seeing Wausau grow, or words to that effect.

These page advertisements numbered sixteen and were published on Saturday of each week when the paper had little other advertising. The appeal was made to loyalty, the advantage of keeping money at home, civic pride, and other topics. Unless a man or woman is convinced that there are advantages to his pocketbook in trading at home, I do not believe he is going to do it.

A store that has a seventy-five per cent location must of necessity advertise more than a store that has been established a long time in a one hundred per cent location as this store must be constantly presented to the public so as not to be forgotten for a single moment when a person is looking for merchandise.

The windows and interior should always be neatly and appropriately trimmed. In other words, our stores should be so inviting and present merchandise and service of such a superior character that there will be no incentive for anyone to leave our town when wishing to purchase merchandise that we handle.

Keeping business in town is not a matter of coercion, appeal for sympathy, or of civic pride but a matter of being a real merchant, alive to all the possibilities of good service and fair dealing at right prices, in other words, a practical demonstration of the Golden Rule.
SUGGESTION SELLING AS A BUSINESS BUILDER

By W. S. VALENTINE, Manager at Owatonna, Minnesota

WATCHING the sales end of a business and making a study of how to increase the sales by having a well-balanced stock of merchandise in every department and seeing that orders for the future are placed far enough ahead to give the wholesale department ample time to make deliveries, is only the beginning of a plan for increased sales.

The question must be considered from three angles:

1. The merchandise.
2. The customer.
3. The sales force.

We have the merchandise. It is all nicely arranged on the shelves and displayed on tables. We have customers coming and going every day. They make the purchases of merchandise they ask for, but do we get the volume of sales that is possible?

WHEN we serve a customer do we do it with a smile as if we were enjoying our work? Have we faith in the merchandise we are selling?

Are we enthusiastic about the values we offer?

If we are not enthusiastic about our values, how can we expect the customer to be?

Never say to the customer Is that all? or Nothing more?, for these words suggest to the customer that he is through shopping. When the customer leaves the store and is on his way home, he may think of something else which can be purchased from a competitor. If the salesperson had made proper suggestions in a clear way to the customer, additional business could have been secured without additional expense. Not only would the cost of selling be reduced but a customer would be won to the store that has the accommodating sales force. When a customer buys shoes, suggest hose, gloves, and other articles that might be needed. If a suit of clothing is purchased, suggest shirts, collars, ties, and a hat.

Recently a young man came into a store to purchase a suit of clothes. He was accompanied by two other members of the family. It was a case of trying to please all three. This was very difficult to do as the other two had more to say about the suit than did the young man who would wear the clothes. The result was, the young man put on his overcoat and was about to leave the store because the other two insisted on his buying a suit that he did not like.

The salesman, who was anxious to serve his customer in every way possible, courteously asked the older members of the family if they would permit others to purchase their clothes. They were quite positive in their answer, that they would not. The salesman showed them that by selecting the boy’s clothes for him they were destroying his ability to act for himself and that when the time came for him to go out into the world and stand on his own feet he would be a failure unless he were given the opportunity to act for himself. They decided to let the boy select his own suit and the sale was made as well as a permanent customer and friend secured for the store.

THE successful salesperson is one who greets his customer with a genuine smile and shows the customer that his needs are understood and that he is willing to be of service.

A customer will come oftener to the store in which the members of the sales force are courteous, obliging and intelligent enough to give valuable information and suggestions to him about the goods sold. By this method I feel sure we can increase our sales, secure the friendship of our customers and make possible in 1927 our Sales Quota of One Hundred Fifty Million Dollars.
BUILDING A BIGGER BUSINESS

By F. S. DOUD, Manager at Muskegon, Michigan

We have often said that we could double our present volume of business without opening a single new store, if we all just went wholeheartedly to work. If we all just went wholeheartedly to work—there lies the vital factor—HARD WORK.

Our business was built up by hard work. What better example could we ask than that of the Founders of this Organization, every one of whom has gone through a test a thousandfold more severe than ours. J. C. Penney, E. C. Sams, G. M. Bushnell, J. M. McDonald, Wilk Hyer, and all our officers have met this test of hard work. Every minute, every drop of energy, every interest, every purpose centered in the J. C. Penney Company!

This has made the J. C. Penney Company the tower of strength it is today, and, unless we can meet this test, we can never build our business on that firm foundation which spells success. So, in building a bigger business, hard work is the first step upward.

HARD work alone, however, can never give us our full measure of success. Our efforts must be rightly guided, and to this end we must have PURPOSE. You have watched the crowd saunter leisurely along, just aimlessly walking down the street. Perhaps you have often been one of them. Recall the time when you were almost late for an appointment and you were making all possible effort to get there as soon as you could.

Do you remember how quickly you reached your destination? You had a GOAL and you were determined to reach it. PURPOSE, you see, was joined with EFFORT.

And what did you get?
RESULT.

That's what we must have—purpose, determination, a definite goal. If we want a thing badly enough to go out and work for it, to plan for it, to strive for it, to fight for it, and we go after that thing with all our strength and all our might, with all our faith and all our confidence, we'll get it.

If we want a bigger and better business, let's set that for our goal. Let's fight for it to the finish. Let us have just one great purpose—to serve the Company to the best that is in us and build a bigger, finer, better business.

With hard work and purpose, we can go along the road to success, but without the right spirit, we can scarcely hope to reach our goal. The Company gives so much, and often we give so little. This alone is contrary to the laws of life. Our Company offers us an opportunity to succeed and gives us every possible incentive to do so. Then, to ourselves and to our Company, we owe the truest and finest spirit ever.

We must believe in the Company with all our souls—in its policies, in its ideals, its hopes, its plans, its FUTURE. We must comprehend its vastness and understand something of its great vitality. By doing so, we add to its life in all its fullness. We must accept the great responsibility placed upon us and make ourselves worthy of its trust.

We must be proud that we are J. C. Penney Company men, and look upon it as not merely a means to an end, but a glorious privilege which enables us to see a little further, understand a little more clearly, and grasp life a little more confidently and firmly than the average fellow who drifts along, gathering only sustenance from his daily efforts.

We must truly see that the spirit of brotherly love and faith in our undertaking helps found lives of usefulness and happiness everywhere. It simply lies in "being the best of whatever we are."

Note the efficient use of our background service by our Bluefield, West Virginia, Store, J. A. Coleman, Manager

AUGUST, 1927
THE CREATION OF A SALE

By RONALD DANIELS, Manager at Raymond, Washington

UCH, yes very much, has been said about creative selling.

And yet how much is being done, how much are we, as J. C. Penney Company Associates, doing to create more sales and to follow up the sales that have already been closed?

I'll agree that we cannot sell everyone something more every time we make a sale. There is a limit, of course. To insist and to go beyond that limit is very unwise. But we can at least go to that limit. Why? Because we, as Associates of our Company, are packing more value into the customer's dollar than any other merchandise establishment in the world.

Thereby we render a bigger and a better service.

When I look over our merchandise and see the values just bristling from every corner of our store, I sometimes wonder why people go to any other store at all.

But the fact remains that they do go into other stores—not always intent on buying. They are shown some merchandise. That may be the reason Mrs. Jones did not buy any of our fine Penco sheets when you suggested them to her. She may have already bought some other brand elsewhere.

A short time ago while waiting on two young ladies, I suggested that they look at our new fall coats and dresses, telling them about a particular coat that was one of the most stunning coats I had ever seen. One young lady thought it was too early in the year to be looking for fall coats. They consented to look at them anyway.

After seeing the different coats, they became interested in dresses to the extent of wanting to try some of them on. I called one of our saleswomen to help them and had the pleasure of seeing her make out a sales ticket for $29.50. Two dresses were sold as a result of the small effort used in asking someone to look.

WHAT would our sales be today if everyone put forth a big effort? And now, with autumn, one of the finest seasons, at hand, with all our new merchandise coming in, let us all put forth a little more effort. Let us show a little more merchandise.

We are now twenty-five years old and starting to do big things in a big way. And I am sure that every real J. C. Penney Company Associate will be well repaid for his or her efforts by feeling the new tingling in his or her blood, and by being so full of enthusiasm that it will be hard to keep from bubbling over.
HOW TO AVOID THE HIRED-MAN TYPE OF MIND

By R. E. TAYLOR, Manager at Longview, Washington

OT so many years ago I spent part of my vacation on a little trip back to the old home-town to renew old acquaintances and visit with the folks and, of course, had to drop into the town’s Big Store for a little visit with Bud, a boyhood schoolmate.

Of course, it was a pleasant and happy visit, talking over old times. Then the conversation drifted to business, and Bud was soon complaining of hard times and the lack of business and longing for the good old days when there were no automobiles to make every store within a radius of a hundred miles, a competitor.

“And,” said Bud, “it seems impossible, nowadays, to get any competent help. The young fellows have automobiles, when they can’t afford them, and don’t ever have their minds on anything but having a good time. Right down there on the floor now is a case of the strongest kind. That young fellow you see over there fooling around the shoe stock is the worst loafer you can imagine.

“I DON’T particularly mean loafer, because if that was exactly it, I would fire him before sundown, but I think staller is the word that fits him. He is always pretending to be busy, but most of what he does is just useless effort to make me think he is busy. For instance, if some customer brings something back to exchange, that boy will take as much time fooling with it as if it were a sale on which he could be showing some profit for the firm. Of course, we exchange merchandise, but we are not going to advertise the fact and make so much fuss over it that the customers will all get the notion that we should as soon make an exchange as a sale.

“And when he hasn’t anything else to do he is figuring on some plan to keep people from going over to the county-seat on their monthly Farmers’ Day. He’s got as much chance of doing that as I have of making a million dollars this year.”

“Man,” I said, “do you mean to tell me that you consider that young man a poor employee?”

“I surely do,” said Bud, “because he wastes so much time. If he would apply himself to the business and learn it, instead of dreaming so much, he could be a real help to me. He has been here over two years now and I can’t see that he is any nearer a merchant than he was the first day he came here. I need somebody to leave in charge of the store when I want to be gone for a few days and he ought to be able to take pretty good care of things by this time, but I am afraid to entrust anything to him, because he don’t get in and apply himself and learn the business, as he should.”

“How much personal instruction have you given him, Bud?” I asked. “How many times have you had him in a private conversation to see how valuable these ideas of his might or might not be?”

But Bud only smiled, and his only answer was “You don’t know Nellie like I do.”

“But, Bud,” I said, “you have the most valuable man, potentially, you could ask for. The gods have been extremely kind to you and have given you just exactly what you have wished for and you have been too blinded by looking at a green, raw recruit’s faults to see the possible keen, alert businessman and merchant you could have, if you knew how to train him.

“If you think that kid is worthless just because he spares no end of time or trouble to send every customer you have out of your store satisfied with your merchandise and your service, and if he has his mind on plans and schemes to put your store out in front of where it is, don’t for a minute imagine that he is hopeless and dead wood. If you can’t use that young man and develop him, he won’t be long on your hands.

THE business world is combing the highways and hedges for his type. He is the kind of young man who will develop into a leader and cause you to wonder, some day, how you could have ever overlooked such a bet. He is the type who puts his very soul into his work, who dreams and schemes and plans ways to better and better his business. He is the thinking type—the very antithesis of the plodder and the HIRED-MAN TYPE. He lives his work and loves it and in course of time will exemplify the old saying that the bottom rail has gotten on the top—the employee who employs the employer.”

And truly the business world is looking for this type of man. There are big jobs to be done and the man who can develop new ideas—the man who can plan and execute his plans—is in demand and will never be long overlooked or shunted aside for the man of the HIRED-MAN TYPE.
TYING THE THIRD KNOT

By JACK CHATTERTON, Manager at Preston, Idaho

An old Sailor was tying the ropes of a Schooner to hold the masts in place and was unaware that some "rookie" sailor boys were very much interested in his work of tying knots. While tying the rope, the old Sailor put a third knot in the rope, whereupon one of the "rookies" asked why he tied the third knot when it was customary to tie only two. The old Sailor replied that the two knots, though enough, did not put his mind at rest and, if two knots did the trick, then the third would act as a reserve in case two proved insufficient.

We can all profit by the old Sailor's method and tie three knots in place of two. If we all practise the art of doing just a little more than has already been done, our reward will be greater. Anything done well is well done. We can enlarge even on this and by tying a few more third knots we insure safety, better judgment, better understanding and in the end a greater success.

There are too many "two knot-ers" in the world today. Some are Sailors, some are Merchants. In every Vocation we find them. The men who are leading their fellow associates in business are the men whose good judgment and conscientious minds spurred them on to add a little more to what they had already done. This not only helped them but was a stepping stone for the man behind. Mr. Penney tied a good many third knots as we have all learned. He can look back and remember the instances where hard work might have been sufficient in bringing this great Company to the people, but to hard work he added the third knot, SACRIFICE. This "third knot" does not apply itself to the same thing all the time. It may act in a great many different ways. Let the young man who gets discouraged, because he is criticised often, forget his discouragement and heed the criticisms of his Manager or Employer and he will have made a big stride towards accomplishing his aim. Just another third knot.

The old timer, who feels he is not getting a square deal because some other person received a little more consideration than he, can profit from the old Sailor's example. Perhaps he only tied the two knots and in his particular case they did not hold. A little more effort might have been all that was needed to put his mind at rest when he saw his mast break away while his associate's held fast.

Fortunately for us all, we can choose whether we want to tie two or three knots and, if we knew beforehand that two knots were not sufficient, we most certainly would tie three.

Why not adopt the old Sailor's method?

TIE THE THIRD KNOT.
NEVER OUT

By J. M. HOOEY, Associate at Ventura, California

NEVER OUT!
Of what?
Honor muslin; silk hose, size 9½, black; pink check gingham; pongee; black silk thread; child’s unions, size 6; Pay Day overalls, size 36; shirts, size 15½; hose, size 11; black shoes for men, size 8; for women, size 5½; and so on through each department in the many staples which should always be in stock.
NEVER OUT!
Why?
Because the store which makes it a point to always have a ready supply of staples on hand can be certain of NEVER BEING OUT OF CUSTOMERS. This means NEVER out of opportunities to increase sales, to satisfy public demands, to make friends for the store and for the J. C. Penney Company.
NEVER OUT!
By being constantly on the alert, the Manager will not be caught out of patience; will be never out of helpful suggestions to each Associate; will be never out of kindly personal supervision of each department; will be never out of resourcefulness for any emergency arising out of the daily duties; will be never out of information on old or new merchandise. The selling or useful points means never being out of touch with things.
NEVER OUT!
Of time to devote to research and study for the promotion of the welfare of the community, the store, and the J. C. Penney Company; of personal interest in each and every Associate’s welfare and advancement, which spells improvement. These factors all lead to success. Success in business is NEVER BEING OUT OF THE LEADERSHIP, in demonstrating how things should be accomplished, whether in selling, stock-keeping, sales management, co-operation and partnership or other of the many varied duties and responsibilities which every Manager becomes heir to.
NEVER OUT!
Of tune with his fellow Associates. This gives the store the well-known reputation for the homelike feeling, that spirit of willing service which our customers so frequently mention. These build for success, for the Associate who can overcome personal handi- caps and prejudices in his own store can be certain of overcoming them in any community to which he may be sent.
NEVER OUT!
Of a suggestion or new merchandise idea to build trade or increase sales (what an opportunity we all have to be never out of); of friends of himself and the store to make each transaction pleasant, satisfactory, and profitable.
NEVER OUT!
The fields of study, of improvement, of helpful service are ever at the door. One need never be out of these.
NEVER OUT!
Of an objective in life worthy of the best efforts and full of the ambition and strength of a righteous cause. This is what caused the late Theodore Roosevelt to write, The law of worthy life is fundamentally the law of STRIFE. It is only through labor and painful effort, by grim energy and resolute courage, that we move on to better things.
And all who knew him know that he knew what he was writing about.

Girls of the La Grande, Oregon Store, M. M. Hunt, Manager, who helped put over the Silver Anniversary Celebration by wearing silver colored voile dresses

AUGUST, 1927
STOP THAT KNOCKING*

The organization you're connected with may not be perfect, but where will you find a human organization that is?

By FRED B. BARTON

You can no more judge a business concern by the report of a discharged employee or a sour competitor than you could get a dependable report of a rainbow from a man who was color-blind.

You have to spend a good deal of time in business before you learn that conditions are seldom ideal. Every business has its troubles. People forget to come back for what they promised to buy, or it rains on market day, or something happens to prevent your making a good-sized profit on a deal, or your best customer moves out of town—something! No human institution is perfect, any more than ordinary human beings are perfect. Molière, the great French dramatist, used to say that “human nature is mediocre.” That’s a wonderfully wise observation to make, because when you find that human beings aren’t going to work miracles, then you’ve got something to start on. If you don’t expect too much of people you won’t be disappointed, and you may, on the other hand, get an occasional surprise by finding that most people are a little nicer and more decent to deal with than you had expected.

I think (coming down to cases) that we listen to a good deal more sour criticism than is good for us. Most of it comes from misfits who were discharged because of incompetency or lack of vision, or from disgruntled people who are sore because the company they speak of so slightly won’t buy their goods.

Chain stores are coming in for a lot of bitter criticism lately. If any of it is deserved and is true, no doubt the chain store officials in charge know the facts already. As for the rest of the criticism—the 98 per cent that is undeserved—it’s a good deal like the idle talk I heard so much of in the army. As with the army, any chain store company is made up of ordinary, workaday people who have their faults; but just as with the army, the chain store comes through.

A famous executive said once that, if his company ever faced a crisis, he would sift through his organization and discharge every man who voiced any criticism against the management of the company. In their place he would hire men who would work for him loyally and would run the company his way, instead of spending half their time on the side-lines deciding how the company ought to be run.

There’s a line in the Bible that says, “He that is not with me is against me.” You can apply that directly to business concerns.

What business needs is fewer critics and more workers. We need faith in the good sense of those above us, who have their money invested in the companies we work for and who presumably ought to have judgment enough to bring those companies through to success. Most dangers and fears and evils prove not to be as bad as you thought they were, if you have faith enough in your own proposition and work hard enough to hammer your own venture across.

Neither the world, nor the world’s business, is perfect, as all of us know. But if we cut out the wasted criticism and add faith to our enterprise, it’s surprising what an organization of us humans, with all our flaws, can accomplish. In the long run an ounce of faith outweighs a ton of criticism.

Stop that knocking.

* Reprinted from Chain Store Age

An unusually good display of our Store at Denison, Texas, Wm. McGaheen, Manager

AUGUST, 1927
INTRODUCING

RONALD DANIELS
Mr. Daniels joined the Company at Raymond, Washington. He became Manager there in 1926.

F. R. WILSON
Mr. Wilson associated himself with the Company at Temple, Texas. He was transferred to Las Animas, Colorado, and then to Wichita, Kansas. In 1927 he was made Manager at Newton, Kansas.

E. H. MAHLKE
Mr. Mahlke joined the Company at Devils Lake, North Dakota. He was made Manager at Marlboro, Massachusetts, in 1927.

A. L. RODGERS
Mr. Rodgers came with the Company at Shawnee, Okoma. He was made Manager at Stillwater, Oklahoma, in 1927.

R. F. McNABB
Mr. McNabb associated himself with the Company at Muskogee, Oklahoma. Later he was transferred to Sapulpa, Oklahoma, and in 1927 he was made Manager at Claremore, Oklahoma.

C. B. CALDWELL
Mr. Caldwell came with the Company at Albany, Oregon. In 1927 he opened our new store at North Adams, Massachusetts.

W. F. SLOAN
Mr. Sloan came to the Company at Vancouver, Washington. He was made Manager there in 1927.

L. D. JOHN
Mr. John started with the Company at Lima, Ohio, he was transferred to Lorain, Ohio, then to Defiance, Ohio, and became Manager at Vineland, New Jersey, in 1927.

M. E. JONES
Mr. Jones associated with the Company at Heseda, California. He was made Manager at West California, in 1927.

THE MEN WHEELS
OUR MANAGERS

C. F. RASH
Rash started with the company at Newton, Iowa, in 1927. He was made Manager at Winfield, Kansas, in 1927.

R. P. HALE
Mr. Hale came with the company at Bakersfield, California. He was transferred to Taft, California, and became Manager there in 1927.

C. A. DEAY
Mr. Deay associated himself with the Company at Parsons, Kansas. He was transferred to Chanute, Kansas, and Texarkana, Arkansas. He was made Manager at Chanute in 1927.

H. H. SCHWAMB
Mr. Schwamb joined the Company at Bakersfield, California. He was transferred to Santa Monica, California, then to Hanford, California, and was then sent back to Santa Monica, and became Manager there in 1927.

P. H. STAFFELBACH
Mr. Staffelbach joined the Company at Chico, California. He was made Manager at Orland, California, in 1927.

E. F. MARTIN
Mr. Martin came with the Company at Raton, New Mexico. He was transferred to Denison, Texas, then to McKinney, Texas, and in 1927 was made Manager at Marshall, Texas.

MAKE THE ROUND

P. F. McCONNELL
McConnell started with the company at Bucyrus, Ohio, and also at Franklin, Indiana, Grove City, Pennsylvania, and Burlington, Carolina, where he became Manager in 1927.

R. T. YOUNG
Mr. Young came with the Company at Johnson City, Tennessee. He was made Manager at Kingsport, Tennessee in 1927.

J. L. CROFT
Mr. Croft started with the Company at Monroe, Louisiana. He became Manager there in 1927.
THE GREATER WHO'S WHO

A SOUTHERN editor, whose name we, unfortunately, do not know, writes this sensible editorial:

There is an undiscovered race of great men and women. They sit in no high places. "Who's Who in America" knows them not. They have never been written up in the newspapers. No scholarships have ever been offered them in recognition of their services. No medals have been pinned upon their breasts. No one has named their babies after them, nor offered them a royalty for patent medicine testimonials. Judged by these standards they are not great. But judged by the standard of work well done, in unselfish service to their community and fellowmen, they deserve to rank with the shining gems of history.

WHAT A REPUTATION MEANS

The Packard Motor Car Company has issued a definition of Reputation.

You will find this definition worth reading. Many men, particularly at the beginning of a business career, are apt to interpret the word reputation a little narrowly. The following is a reasonable setup of what is involved as responsibility in a reputation worth having.

We sometimes speak of winning a reputation as though that were the final goal. Reputation is a reward, to be sure, but it is really the beginning, not the end of the endeavor. It should not be the signal for a letdown, but, rather, a reminder that the standards which won recognition can never again be lowered. From him who gives much, much is forever after expected.

Reputation is never completely earned; it is always being earned. It is a reward, but in a much more profound sense it is a continuing responsibility. If your name means much to your public, you are doubly bound to keep faith.

There is a tyranny which compels men who do good work to go on doing good work. The name of that beneficent tyranny is reputation. There is an inflexible law which binds men who build well, to go on building well.

There is no higher incentive in human endeavor than the reward of reputation, and no greater responsibility which reputation compels all of us to assume. Out of that reward and out of that responsibility comes the very best of which the heart and mind and soul of men are capable.

KNOWLEDGE, FOOD AND SPENDING

A RECENT writer, in commenting upon advertising and the price of a popular product, tells an interesting story in the following way:

The human being is about as hungry for knowledge and news as he is for food. It is about as instinctive for him to read as to eat. He absorbs the content of printed matter—newspapers, magazines, books, signs—as naturally as a sponge takes up water. Expose him to words and he drinks them in. Each man knows this truth by his own daily experience.

This truth has built advertising. Printed words and printed illustrations force millions into acquaintanceship with a product. Manufacturers and advertisers present new products so attractively and so repeatedly that the desire to have and to buy is stimulated to action.

Millions of actions—production—vast exchange of money and commodities—new standards of living—sustain prosperity!

A few years ago people were not educated up to raisins and the raisin producers were on their uppers. Instead of retreating, preparing to die, they pooled $630,000 for advertising and stepped out to put the population wise to raisins.

That did not break them; it made them. Every dollar came back with more dollars. Advertising introduced the people to raisins, made them want raisins, made families all over the United States buy raisins and eat them. And the most significant fact is that, because of the stiff sum invested in advertising, the price of raisins went not up but down.

The human mind is certainly hungry not only for raisins but for information of any kind that is presented in an interesting and attractive manner. And instinctively the human mind responds to the truth of what it reads, though frequently it goes astray
after vain promises. It is a wonderful adjunct to a business as great as ours, that among the principles which govern our publicity, the great, Golden Rule of telling the truth is foremost and ever operating.

**A SIGNIFICANT CONVENTION**

At the recent conference held by bankers and educators, it was agreed that Thrift should be taught in continuation schools [and, by inference, in all schools], for the reason that ability to manage one's personal financial affairs successfully is one of the most effective influences to the broad development of life and citizenship.

Outstanding men in education and business, express more and more frequently the thought that an important factor in all types of education, whether it be in school or in business itself, should be that which gives training for economic citizenship. One speaker said:

I believe the biggest social problem that confronts the people of any country is the unintelligent management of personal incomes. It has been my observation that the average individual and family are almost totally ignorant of the simple financial problems. They have no plan or program for the management of their life earnings.

In all the educational work of the J. C. Penney Company, Thrift has been stressed, not as a process of niggardly withholding a little money here and a little money there but as a process leading to the control or right handling of everything we come to possess. This does not mean money alone but time, materials, equipment, opportunity—everything that may be commanded by us in an intelligent, economical way.

Certainly no man can command the money, opportunity and well-being of another, who cannot command his own.

**THE RIGHT MAN FOR THE RIGHT PLACE**

It is natural to try to hire a man who exactly fits the place for which he is intended. It is even wiser, though, to favor the man whose mind is of the kind and type that will take training and which will fully acquaint him with the job, show him its contacts with other jobs in the business and then set him free to make his way out of the place in which he has been put, and into a better place.

Every workman is sensitive to the feel of the tools he uses. Long association gives them a fit to the hand that makes them well nigh a part of the workman’s body.

When we can fit a man into a job as perfectly as a tool can be made to fit into the hands of the workman, we have accomplished a great thing. But we must remember, in this fitting, that the tool has no consciousness other than what is given it by the worker, whereas the man fitted for any job, if he be alive to what is about him and ahead of him, can move with ease and “fit” into a bigger and better place for himself and better and more valuable service for those for whom he works.

Hence, it has become, in large businesses, almost an axiom that it is better to hire adaptability than Experience, for with Experience a man is often prejudiced, fixed in his habits and hard to change, while with Adaptability, a man may help to find his way into more and more important work.

**BUSINESS CONDITIONS**

A BULLETIN of the National City Bank of New York, issued for July readers, says:

Manufacturing is going on in large volume. Distribution is apparently keeping pace. Employment conditions are good and money is abundant for business purposes.

The steel industry continues to operate at relatively high levels. Building construction is going forward in large volume. The automobile industry is operating at high, though not record-breaking, levels. There are good and improving reports from other important lines, such as tires, electrical supplies, hides and leather and railway equipment.

Foreign trade continues in healthy condition and domestic retail trade is doing well, considering the very unfavorable weather conditions [that have prevailed] in many sections.

**FINDINGS**

Never let a customer quit without finding out the reason why and taking measures to prevent another customer’s leaving for the same reason.

Keep your promises, regardless of the inconvenience to you.

Keep the organization under you enthused. It is like a machine; it runs better when oiled with enthusiasm.

Conduct your business in such a way that you achieve a sense of worthiness within yourself.

Opportunity often masquerades as a hard job.

We talk much about not wasting twine, paper and washing compound, but what about wasting time, thought, opportunity and man-power?

No man with dime ideas can put over dollar business.
HOW WE SET UP A PACEMAKER
By E. G. RUFFNER, Manager at Port Arthur, Texas

In this journey through life, we find the world full of pacemakers, actual or theoretical. The championship filly finds a quarter horse just ahead in the sweepstakes; an army of golfers pursue the mythical par; the Pulitzer trophy brings forth incredible speed records in the air; and, it is rumored, the "Joneses" are setting the pace for those who are socially inclined.

In business, too, we find pacemakers are variant. The most urgent is our own conscience. Here is a chap who is never content, never satisfied until we are removed from this broad field of endeavor—or should be. Having properly acknowledged the prod- dings of the inner man, we may pass along to things more easily attained.

The new store has that fund of experience and progress the mother store offers, as a background for its operations, to equal or excel. The monthly standing of stores furnishes a wealth of competition. There is generally someone just ahead for us to go after; then, someone else.

Fixed items of overhead, to conduct properly the store, are known after the first few months. The result of calculating the volume necessary to make the business profitable is the new store's first quota.

We find, in the operation of the Port Arthur store, that the Quota is our most reliable pacemaker, for it may be made to fit every aspiration for successful effort.

We believe the J. C. Penney Company to be the finest mercantile organization in the country. Conceding that this regard is undeniable correct, then there is but one logical position for each individual store to attain. That is, the best store in town; FIRST in local approval and FIRST in volume of sales. No other position can be satisfactory if we, in the stores, are representative of our Organization's standing in the merchandising field.

Such things are not available to us in a day, a month or by wishing them; but most assuredly each day's effort should bring forth an accumulation of response and experience that will make the final attainment of increased quotas a certainty.

Pick out a competitor who is selling more merchandise than you are. Set up a quota through the months, based on your own experience or your state's experience of monthly percentage to the total, that will beat them. Then make those quotas come true. It is surprising to see how close we can shoot when we actually set our sights and really take aim for the results that are worth while.

Then next year, you are all set to go after a still larger merchant, perhaps the largest in town. However, should you be already perching on the coveted pinnacle, having found you really did not have competition after all, there unquestionably will be a store up the list to put in range and go after.

If you have been able to peruse this article thus far, we have a few humble confessions. Our first year's quota we felt to be a large order. After a number of denouements, we still aspired to be a Class F store. We just skimmed over, with seven hundred dollars to spare. It ran close, for June showed $1.70 over our quota and on August 31st, a Saturday, we closed a little late that night but had $4.29 over the figures set.

Making quotas come true is the source of much cheer and satisfaction. It means joy in the results of united hard work and stimulates the effort to do still better.

But here, just as the Port Arthur store anticipates becoming a full-fledged Class A store, our Merchandise Department adds a still higher Class AA rating. So we must step still harder and faster. If they add any more ratings when we close in on this new double A bunch, we'll be frantic. We might not be able to keep the pace with them—but we'll try.

Making quotas come true is the source of much cheer and satisfaction. It means joy in the results of united hard work and stimulates the effort to do still better.
SERVICE MUST BE SINCERE
By W. C. EMMEL, Manager at Newton, Iowa

O N R O R, C O N F I D E N C E, S E R V I C E a n d C o - o p e r a t i o n a r e t h e m o t t o e s o r k e y n o t e p r i n c i p l e s of t h e J. C. P e n n e y C o m p a n y. T h e y a r e a l l - i n s p i r i n g a n d w o r t h y o f c a r e f u l s t u d y, b u t l e t u s c o n s i d e r S e r v i c e b y i t s e l f. H o w e v e r, i t s e e m s t o m e t h e r e i s n o s u c h t h i n g a s S e r v i c e u n l e s s t h e r e i s S i n c e r i t y. S e r v i c e c o m e s f r o m t h e w o r d s e r v e , m e a n i n g t o b e h e l p f u l o r t o a s s i s t s o m e o n e i n n e e d. I f w e s a w a b a b y f a l l i n t o a h o l e, w e s h o u l d r u n t o l i f t i t o u t. T h e n w e s h o u l d w i p e i t s t e a r s a w a y a n d l o v i n g l y c a r r y t h e c h i l d t o s a f e t y. T h e r e s u l t i s h a p p i n e s s w i t h i n o u r s e l v e s b e c a u s e w e h a v e b e e n a b l e t o s e r v e o n e w h o n e e d e d a s s i s t a n c e .

M a y w e u s e t h i s l i t t l e i l l u s t r a t i o n t o g i v e u s a b i g g e r c o n c e p t i o n o f S e r v i c e . A c u s t o m e r c o m e s t o u s f o r h e l p a n d b e c a u s e o f o u r e x p e r i e n c e w e a r e a b l e t o g i v e t h a t h e l p. W e s u g g e s t d i f f e r e n t m e r c h a n d i s e a n d e x p l a i n i t s u s e s a n d t r y t o s e l l t h e i t e m t h a t w i l l b e s t m a t c h t h e c u s t o m e r ‘ s t e e r. W e a r e k i n d, p a t i e n t, a n d h e l p f u l. W e g i v e o f t h e t i m e, t h o u g h t, a n d a b i l i t y t o t h i s c u s t o m e r t h e s a m e a s w e d i d t o t h e b a b y, r e g a r d l e s s o f w h e t h e r w e m a k e t h e s a l e o r n o t. W e h a v e g i v e n S e r v i c e a n d h a v e b e e n h e l p f u l.

W E W A N T t o s e l l a l l t h e g o o d m e r c h a n d i s e w e c a n b u t w e d o n o t w a n t t o s e l l o n e d o l l a r’s w o r t h o f m e r c h a n d i s e t o a c u s t o m e r u n l e s s t h a t c u s t o m e r r e a l l y w a n t s i t, a n d f e e l s s a t i s f i e d w i t h t h e p r o c e s s. A c u s t o m e r ’ s G o o d - W i l l i s w o r t h m o r e t h a n h i s m o n e y. I f y o u g e t G o o d - W i l l, t h e m o n e y w i l l s u r e l y f o l l o w. N o w G o o d - W i l l c a n b e g a i n e d o n l y t h r o u g h s i n c e r i t y. W e s h a l l n e v e r s u c c e e d t h r o u g h p r e t e n d i n g. S a l e s p e o p l e w h o t r y t o "S o f t S o a p" t h e i r c u s t o m e r s a n d s a y p l e a s a n t t h i n g s t o t h e i r f a c e o n l y t o s p e a k u n k i n d l y a b o u t t h e m a s s o o n a s t h e y a r e g o n e w i l l n e v e r s u c c e e d.

O u r s t o r e h a s j u s t f i n i s h e d a v e r y p r o f i t a b l e c o n t e s t i n s e l l i n g o l d m e r c h a n d i s e. A l l e m p l o y e d i n t h e s t o r e h a v e e n t e r e d i n t o i t h e a r t i l y a n d I k n o w t h a t w e h a v e s o l d a n d s h a l l c o n t i n u e t o s e l l m u c h m o r e o f t h i s o l d m e r c h a n d i s e t h a n w e s h o u l d h a v e s o l d w i t h o u t t h e c o n t e s t. W h a t h a s p l e a s e d m e m o s t w a s t h e g o o d - n a t u r e d r i v a l r y a n d t h e e a r n e s t e f f o r t t o o b s e r v e t h e r u l e s c l o s e l y a n d p l a y t h e g a m e f a i r l y. H o w e a s y i t i s t o c r o w d o v e r t h e l i n e a l i t t l e w h e n w e g e t a n x i o u s ! O u r d e t e r m i n a t i o n t h e t o h e w t o t h e l i n e h a s g r e a t d e a l d e a l t o d o w i t h o u r s u c c e s s i n l i f e.

D O y o u k n o w w h a t k i n d o f c o n t e s t w o u l d b e m o s t h e l p f u l t o a s t o r e ? A c o n t e s t o f G o o d - W i l l. S u p p o s e t h a t e v e r y t i m e w e h e l p e d a c u s t o m e r t o m o r e t h a n t h e o r d i n a r y a m o u n t o f S e r v i c e w e g a i n e d a p o i n t, a n d t h a t e v e r y t i m e w e s p o k e o r t h o u g h t u n k i n d l y o f a c u s t o m e r, o r e a c h o t h e r, w e l o s e d a c r e d i t. A t o n e y o u s a y t h a t i t w o u l d b e i m p o s s i b l e t o c o n d u c t s u c h c o n t e s t. I a g r e e w i t h y o u b e c a u s e t h i s i s s o m e t h i n g t h a t r e a c h e s t o t h e h e a r t o f e v e r y o n e o f u s, f o r u n l e s s w e t h i n k k i n d l y w e c a n n o t s p e a k a n d a c t k i n d l y.

S o t o g i v e r i g h t S e r v i c e w e m u s t b e s i n c e r e. T o b e S i n c e r e w e m u s t t h i n k c o r r e c t l y. T o t h i n k c o r r e c t l y w e m u s t s t u d y a n d l e a r n t h e t r u e m e a n i n g o f t h e G O L D E N R U L E—W h a t s o e v e r y e w o u l d t h a t m e n s h o u l d d o u n t o y o u, d o y e e v e n s o t o t h e m.

O u r S t o r e a t C l i n t o n, I o w a, G. E. D i m m i t t, M a n a g e r, a s i t l o o k e d d u r i n g o u r S i l v e r A n n i v e r s a r y

A U G U S T, 1 9 2 7
$150,000,000 FOR 1927

By T. E. ANDREW, Associate at Watsonville, California

C AN we make it? We can do just about as much as we think we can and no more. The year of 1927 is half gone. Can we look back and see anything to encourage us for the future? Can you and I say, "A half year well done. I have done my best?" Very few of us can say we have done our best. We can look back over the past six months and see many mistakes that we have made and we can use those mistakes for stepping stones for the future, if we wish to do so.

If every Manager and Associate thinks and feels that we can reach the goal, we shall reach it. If we feel we are too small for that amount, we shall never see it. When we start out in life, we must set a goal and we should set it high if we expect to get far and we must not lose sight of that goal. At the close of every day we should feel that we are just a little nearer our goal than we were the day before, that today's work was just a little better than yesterday's and tomorrow's is going to be better than today's.

We must cultivate courage, self-respect, faith, and confidence in ourselves. Without these qualities tomorrow will be no better than today. Each day will be just what we make it.

Our Manager has a motto hanging in his office which I think is very good. I often read it. I will give it to you: For when that one great scorer comes to write against your name, He writes—not that you won or lost—but how you played the game.

It does not make so much difference whether we win or lose, so far as the goal is concerned, but it does make a difference how we play the game. I wish every J. C. Penney Company Associate would take down his Bible (if he doesn't own one, let him go buy one) and read the thirteenth chapter of Numbers.

Moses selected twelve men from among the children of Israel to go up and reconnoitre the land of Canaan. He did not pick men from the common rank and file, but chose from among the rulers twelve select men and sent them up into Canaan. After forty days they returned, reporting a wonderful country, a land flowing with milk and honey.

It was the land that God had promised them and all they had to do was to go up and take it. Only two had faith sufficient to believe it could be done and the courage to go to it. The other ten said, No use; we are too small and the job is too great for us. There are too many obstacles to overcome. We had better stay where we are.

Who out of the twelve reached the promised land and who did not?

The same thing will happen to us, that happened to the children of Israel, if we begin to doubt and feel that we are too small for the job that is ahead of us. Are we with the ten that died and were buried in the wilderness or are we with Joshua and Caleb? We can look forward and see a wonderful future for each one of us if we have the courage to overcome the obstacles.

The good things that the J. C. Penney Company has promised us are not down toward the foot of the hill but along the highway between us and the summit. Are we going to get them or is it too much of a task for some of us?

I do not believe those men back in the New York Office set the goal of $150,000,000 for 1927 just for the purpose of getting one hundred and fifty million dollars. I believe they had something bigger and better in sight.

January 1, 1928, will soon be here.
Are we going to look back over the year that has just passed with pleasure or with regret?

The East and Center Windows of our Store at Durant, Oklahoma, C. S. Lennox, Manager, in Anniversary dress

AUGUST, 1927
CORRESPONDENCE

Moscow, Idaho, February 26, 1927

My dear Mr. Penney:

Perhaps I am doing something rather out of the ordinary in thus intruding on your time; and again it may be that you will not appreciate remarks from so far away. But as you have a store located here and as the Penney Store and the managers you send here are really a part of the public I feel that it is only just that you should know if only in a very humble way what a large part of the Palougers (people of the Palouse country) think in regard to some of the managers you send into our midst, especially John F. Myers recently sent from Moscow to Belleville, Illinois.

The people in general were very sorry to have him go. He was a man far above the average in dealing with the public and sure had the confidence of the people far and near. He knew people by name and while always tending strictly to business yet time and time again I have heard of some little act of kindness or some special help he has been to someone here or there which meant a great deal to that person or to the community.

People from outside points as well as local people all have the same regrets about losing him from the Moscow store. Nothing but words of praise for him, and I am quite sure that if it had not been for the fact that it was a promotion you would have been requested by a great many to have left him at the Moscow store.

I never like to be personal but I do not want you to think that I tell you this in any half knowing way, for I know the people of this district very well as I grew up here, taught school in many of the larger schools when I was a youngster, and later was in a store and for the past seven years have been with a daily and weekly newspaper. So you see I meet the people.

Just a personal example which is the sentiment of people far and near. I have a young son of high school age who has been handicapped by a birthmark which caused a great impediment in his speech. His whole ambition has been to have an operation to try and correct the fault. When he was a few months old, he underwent an operation which might have been successful but for his age and crying.

Shortly afterward, his father passed away leaving me with five small children, this one (Eugene) being just of school age. Well, a family to support and try to keep in school sure was some job for me but I went after it as best I knew and always back of all was a desire in my mind and in the boy's mind for another operation. We finally tried to have it done. Spokane, Washington. It was not a success and then Eugene became very blue and, while he had only one more year in high school, he made up his mind to not wait any longer but decided that Mayo Brothers of Rochester, Minnesota, must be able to do the work. So the last of December, 1926, with all he could save up in the meantime, he went all alone to Rochester to consult with these noted doctors. Being always very sensitive about the boy and he being the same way, I said not a word about his going. But somehow Mr. Myers found it out and just to show you his heart of gold I must tell you what he did. He first wrote to the Manager of the J. C. Penney Store at Rochester telling him something, I know not what. But it caused the manager there (who must be a wonderful man) to look up this boy and give him a friendly greeting. Then Mr. Myers also wrote to the Methodist minister at Rochester and told him to look up the lad.

I could not express my thanks to Mr. Myers when I heard of his kindness, for it meant so much to us. Then when I spoke to him, I found that he not only knew my four sons and my daughter very well, but he knew the youth of the community quite as well as he knew the older people. Then and not until then did I understand why so many, many people spoke so highly of your manager (Mr. Myers).

From Moscow, Troy, Genesea, Union-town and other points around I have heard people speak so well of him and I had unanimously been requested as secretary of the American Legion Auxiliary to send him a letter of appreciation for his help to them. Yet it took this little act of kindness to show to me and mine his heart of gold of which I had so often heard others speak.

I hope you will pardon me for intruding but I am sure you ought to know in some small way what the community thinks and how much they appreciate your former Moscow manager (Mr. Myers).

In conclusion, I want to thank you for sending a manager like him here.

Very respectfully,

MRS. O. C. CARRSSOW

*A LONG DISTANCE CUSTOMER* J. C. PENNEY CO.

Hillyard, Wash.

Dear Sir:

I would like you to send me four pairs of your $1.49 hosiery. I would like three pairs of black, size 10½, and one pair of medium gray, size 10.

Please send C. O. D. to MISS ITHA WINCHELL.

Craig, Alaska

Rawlins, Wyoming,
April 19, 1927

DEAR MR. PENNEY:

I am sending to you today under separate cover four samples of calico that one of our customers, a Mrs. Perrett, purchased from you on your opening day in Kemmerer, April, 1902. They were bought at $3 and 5¢ per yard. This Mrs. Perrett is a sister to Mrs. Durgin and Mrs. Darcks, who lived in Kemmerer at that time.

I am sure you will remember them. Thought you would like to have a look at some of your opening merchandise. Notice how well this calico has kept. Try and tear it.

I told this Mrs. Perrett I was sending you samples of the calico and it seemed to please the old lady so much.

Kindest personal regards.

Yours very truly,

W. J. McCARRON (Mgr.)

* * *

Tiffin, Ohio,
July 7, 1927

DEAR SIR:

While on my vacation, I talked with an old friend who is in the wholesale business and during our conversation he expressed a very good thought regarding the J. C. Penney Company, which coming from an outsider I thought worthy of passing along.

His expression went like this: Every community, state or nation has economic needs which every once in a while develop an outstanding character or institution to meet that need. The J. C. Penney Company has been developed by the need of the American public for a system of distribution affording the greatest savings on all kinds of wearing apparel, particularly staples. The one outstanding line in which this was needed in has been the line of merchandise handled by the J. C. Penney Company, and Mr. J. C. Penney was the only man to recognize this need as well as possess the courage to proceed along lines to meet the situation.

My thought in writing this to you is that this man's expression opened a new angle of our usefulness to me and I am sure that a great many of us have never thought of the saving and service we are giving, directly and indirectly. Hoping this letter may be of some use in giving others a little larger vision of our Company, and with kindest regards, I am,

Sincerely,

J. A. PARKER
IN WHAT RESPECTS DO WE EXCEL IN CUSTOMER SERVICE?

By CARL STEIGEMANN, Associate at Devils Lake, North Dakota

I BELIEVE that in nearly every community in which there is a J. C. Penney Company Store there is one thing of great importance, among the many good qualities of our stores, that is generally known to all residents. The quality to which I refer is service, Customer Service. Other stores have different forms of service, such as delivery service, credit service, that is charge accounts or taking merchandise on approval without paying, etc. We do not have this service in our stores, but have we not something far better and more valuable to our customers? And the value to them is what counts.

The delivery service and credit service of other stores is very expensive. It costs a good deal of cold cash to keep delivery service and its costs money to keep accounts for customers and every now and then one or more accounts pop up that cost the store the whole account besides operating expense or work put on it.

In a J. C. Penney Company store we cut out all this expense. Who gets the benefit of it? The customer more than anyone else, by the saving on goods bought, owing to lower price on account of less expense. Furthermore, if we had such a system only about ten per cent of our customers would be benefited by it because no store delivers merchandise out in the country and that is where our main trade comes from.

But these are not the only nor the main services to our customers. They are, in fact, more indirect services. Our greatest service to customers comes through the exceptional values we are able to give because of our enormous buying power. Think of the thousands of dollars' worth of merchandise we buy where other stores buy hundreds, whether they be individuals or groups. This means an enormous saving in purchase price which does not mean benefit or excess profit to our Company but savings to our customers instead, through lower prices—one of the finest kinds of service to a community.

Furthermore, our Buyers are continually in search of the newest things at all times and informing our stores about them. This means service to a customer through the new merchandise we get for them. It gives them the best possible selection.

And, finally, let us not forget our own personal service to our customers here in the store. We have been told a good many times by our customers that, when they entered other stores, no one seemed to pay any attention to them or came their way to be of service. We have been told and we know that such is not the case here, for unless there is some little mishap, our customers are waited on at once and are given the most courteous service and help in selection, with no undue urging on our part and no ill feeling if the customer does not decide to buy.

I know from former personal experience that there is an exceptionally friendly atmosphere in our store and that customers notice this and feel at home. This home-like feeling is a thing that builds confidence. It benefits our business and makes the customer feel that he is getting real and true service and he will always come back.

These, briefly, are some of the respects in which we excel in Customer Service.

DUTIES IN A NORTH DAKOTA STORE

(A chart submitted by an unknown North Dakota Associate)

<table>
<thead>
<tr>
<th>MANAGER</th>
<th>FIRST MAN</th>
<th>SECOND MAN</th>
<th>THIRD MAN</th>
<th>FOURTH MAN</th>
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<tr>
<td>Organizes:</td>
<td>Has charge of dry goods department</td>
<td>Has charge of men's clothing and furnishings</td>
<td>Has charge of shoe department</td>
<td>Has charge of basement stock-keeping</td>
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<tr>
<td>Sales force</td>
<td>Assists in buying</td>
<td>Assists in buying for his department</td>
<td>Assists in buying for his department</td>
<td>Responsible for general neatness in stock-room</td>
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<tr>
<td>General store arrangement</td>
<td>Checks prices and merchandise</td>
<td>Assists in display work</td>
<td>Responsible for neatness of stock in his department</td>
<td>Unpacks and sorts merchandise</td>
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<tr>
<td>Deputizes:</td>
<td>Has charge of advertising, display cards, price tickets</td>
<td>Assists with card writing and advertising</td>
<td>Has charge of general display of the store, assisted by first and second men</td>
<td>Brings reserves to upstairs departments</td>
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<tr>
<td>Work of store</td>
<td>Makes adjustments</td>
<td>Responsible for neatness of stock in his department</td>
<td>Has charge of display fixtures and draping materials</td>
<td>Does general janitor work, assisted by others</td>
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<tr>
<td>Organization</td>
<td>Assists in office with reports</td>
<td>Watches condition of his stock by aid of want books to prevent shortages</td>
<td>Has charge of sign making</td>
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<td>Personnel</td>
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<td>Personnel</td>
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<td>Sells:</td>
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<td>The Policies and Principles of the Company to Associates and Community</td>
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<td>Watches stock to prevent running low</td>
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<td>Watches slow moving items</td>
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<td>Watches and is responsible for dry goods stock</td>
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AUGUST, 1927
LAWTON, OKLAHOMA

THE Penney Pep Club of Lawton, Oklahoma, met Tuesday evening, May third, for its regular monthly store meeting.

The meeting was called to order by the Manager, after which he led the members in singing several real peppy songs.

The Secretary called the roll and read the minutes of the last meeting.

The first number on the program was an article entitled The Use of Institutional Advertising, by L. B. Langston. The next was a talk on The Use of Window Display, by W. G. Herrington.

Manager E. E. Neptune gave a very interesting talk on the Convention recently held in Kansas City.

The contest on selling Old Merchandise which has been running for the past three months closed April thirtieth, and the standing was read by the Manager. The Outs won over the Ins by 1350 points. The Ins will entertain the members of the club with a banquet next Tuesday evening at eight o'clock.

After singing two more songs, the meeting was adjourned.

—FLORA CARTER, Sec'y

GRAFTON, NORTH DAKOTA

THE Foremost Club held their regular meeting June second at Mr. and Mrs. Whitcher's home.

The meeting was called to order by Chairman Klink.

The members of the Club sang The Anniversary Rally and Smile a Little Bit, songs sung at the Convention.

The Secretary's report of the last meeting was approved as read.

Mr. Klink gave a few remarks on the program which was on Helping My Manager to Buy Right.

Mr. McIlraith prepared a paper on What Can We Do About It.

Miss Vondal had a very good paper on Relation Between Right Buying and Quick Turnover.

Mr. Olson had for his topic Does Our Want List Take Care of All Departments?

He spoke in favor of our want-card system and asked us to cooperate with our Manager by using the cards regularly. We should have all staple merchandise orders placed in advance so our stock will be complete at all times.

Mr. Olson read an article from The Dynamo.

The Secretary took a roll-call on the Business Training Course which showed that four lessons had been turned in the last month.

Mrs. Whitcher read an article on Helping the Cashier.

This concluded the program, so after singing a few songs the meeting adjourned.

STORE MEETINGS

The remainder of the evening was spent socially in honor of Miss Mabel Wentz who is leaving soon on account of ill health.

Mr. Whitcher presented Miss Wentz with a silk umbrella as a token of remembrance from the Foremost Club. We all hope she will regain her health so she can join us again.

Later in the evening Mrs. Whitcher, assisted by Mrs. M. J. Olson, served refreshments.

—ELIZABETH ROLZINSKI, Sec'y

WALLA WALLA, WASHINGTON

THE J. C. Penney Pep Club held its regular meeting on Thursday, June second. The subject for the evening was Helping My Manager to Buy Right.

The first topic What Can We Do About It, was ably presented by Mrs. Hurlbut. She emphasized the consistent keeping of the want book, keeping in touch with the customers and reporting their wants to the Manager.

The second topic by Mr. McManis was Relation Between Right Buying and Quick Turnover.

Mr. McManis advanced some splendid ideas on selling merchandise in season, thereby eliminating a quantity of left-overs.

Topic number three by Mr. Ostby, Does Our Want System Meet All Requirements?, brought out the fact that it did not and helpful suggestions were offered.

Miss Thomas gave a splendid reading on Power.

A reading by Mrs. Starns You May Pass This Way Again.

Perhaps the best number of the evening in point of interest was an article from The Dynamo, the author being Mr. W. L. Mussack, our former Manager. Mr. Lilley was complimented upon his choice of material contributed for the evening.

A committee to arrange for a picnic was appointed, consisting of Mrs. Starns, Miss Yale, and Miss Smith.

Roll Call: Mr. Moore and Mrs. Wills were absent.

Respectfully submitted,

—PEARL STARRNS, Sec'y

BRAINERD, MINNESOTA

JOINT STORE MEETING

ON the evening of June seventh, Mr. Hughes, Manager of the Little Falls store and Mr. Littig, Manager of the Wadena store with their Associates and wives, numbering eighteen in all motored to Brainerd where a most enthusiastic store meeting was held.

The general topic as suggested by the outline furnished by the Educational Department was Buying Right. Mr. G. E. Orth was first to be called upon and he gave a most interesting talk concerning the Relation of Proper Buying to Quick Turnover.

Mr. C. J. Werner gave a very good talk on Helping My Manager Buy Right. In Miss Caroline Graf's topic, Requirements of our Want Record, she offered many good suggestions.

The meeting was then turned over to the visitors and Miss Blake of the Little Falls store gave a very interesting talk on Stock-keeping. Mr. Keith, Assistant Manager of the Little Falls store in his talk, Do We Appreciate Values the J. C. Penney Company are Giving?, brought out many good thoughts.

At nine-thirty the meeting adjourned and the visitors were taken to the Fountain Inn where a most delightful lunch and an hour of dancing were enjoyed.

This was the first joint meeting held in Brainerd but we are looking forward with great pleasure to another one in the near future.

—MARY SPEARS, Sec'y

VAN NUYS, CALIFORNIA

OUR Pep Meeting for July was called to order by our Chairman Associate, H. L. Birdsong, and of course to start with "Our troubles were packed up in the old tin box."

The introduction and welcome to our Pep Meeting of three new members then followed. These members were Mrs. Richardson and Mrs. Dunsmore and Mrs. Nona Bennett. Mrs. Bennett was formerly associated with our Company at Lawton, Oklahoma.

Speeches by these new members were then in order. Mrs. Richardson spoke of her pleasure at being invited as she felt that while she was only a Saturday extra she would derive much good from it. Mrs. Bennett told us about the ways the Lawton store carried out their meetings. Mrs. Dunsmore comes to us from Rhodes Bros. of Tacoma, Washington.

Associate Birdsong then gave us a snappy ten minute talk. If everyone could carry out his idea of selling the J. C. Penney Company to the customer that the customer would in turn sell the Company to some friend, it wouldn't be hard for us to do 200 million instead of 150 million. He is one Associate that sure lives The J. C. Penney Company.

Our Manager, Mr. McNeil, gave us a very clear word picture of the beginning of Pep Meetings in the Bakersfield Store, and of the clever club room in which these meetings were held. He also stressed the continual "pounding" on old merchandise and the continual display of such, saying that these two things made for quicker turnover, less mark down, and as a result fresher stocks and a better and larger business.

The meeting was closed with the singing of America. After adjournment Manager and Mrs. McNeil treated the crowd to fruit punch and home-made cake.

—C. E. WESTENKUEHLER, Sec'y
How It Looks to a Former F. S. Jones Manager

I SOMETIMES wonder if all our men fully appreciate the value and importance of the tremendous amount of goodwill enjoyed by the J. C. Penney Company. Perhaps some of our experiences since it became known that this was to become a J. C. Penney Company Store may be of some interest.

The other morning a lady came into our store to make a purchase. While wrapping up the parcel, I made some remarks about our "new" organization. She then told me that this was her first time in our store but that her son who lived in a city in the northern part of the state had written her that he was glad that we were to have a J. C. Penney Company Store here because she would find our goods of such a good quality and our prices so reasonable.

About closing time last Saturday evening, a couple came in and asked to see some silk hose. The woman did not seem exactly pleased with the stock I showed her. I finally pulled out a box of No. 449 and explained that that was our new stock and a number on which the J. C. Penney Company is doing a tremendous business. A broad grin came over the husband's face as he related how his wife had been complaining about her neglect to stock up on silk hose before leaving home as they did not expect to find one of our stores here.

These are by no means unusual occurrences. We could repeat scores of similar experiences. Almost every day someone happens in who tells us about trading at our stores and about the satisfactory merchandise and service received, this in spite of the fact that as yet we have no sign up and no other outward indication that ours is a J. C. Penney Store.

Naturally such expressions from the public are both encouraging and pleasing to us, but it must make us realize too that it will be up to us to do our very best to keep up the high standard set by the J. C. Penney Company so that our store may not become a weak link in our strong chain.

—L. M. LERBERG, Mgr., Hutchinson, Minnesota

The Mental Plant

EVERY industry ought to have its mental plant as well as its physical plant. Even the best machinery which may rust and require constant upkeep and renewal, mental equipment as expressed in superior methods and practices need never wear out if there is a proper system for training young men and keeping up the brains and know-how of the plant by the constant infusion of new blood.

—Saturday Evening Post

How Can I Gain a New Friend for the Store Each Day?

By MRS. W. B. GROVES, Associate at Brownsville, Texas

THE Associate who is referred to as "one of the best Associates" is likeable, tactful and human, and is not one of the hard-boiled type. She is not selfish in her relations with her assistants, is well liked by all the workers and makes no promises which she cannot carry out, as keeping promises is another important part of gaining and retaining the customer's confidence.

Avoid alliance with any group or clique of fellow workers. Also refrain from showing undue friendly attention to any one customer. Try to wait on the first ones that come into the store. Then treat customers all alike regardless of race and whether they make large sales or small ones.

Make it a duty to greet customers in a manner that will convince them that you are interested in having them trade with us and in being satisfied. A pleasant approach, getting the customer's viewpoint and winning her confidence are all very important. Be positive of amounts of merchandise when selling, as accuracy and efficiency are two great assets. In case you are out of what the customer wants, suggest substitutes.

A salesman should show plenty of merchandise and suggest the types most suitable for the customer. It pays to take plenty of time to show merchandise and then let the customer choose, for in this case the customer is really satisfied. Be careful not to make her feel that the merchandise is being pushed on her. A customer is quick to recognize a lack of genuine interest on the part of the salesperson.

It is far wiser to listen to the customer's ideas on the type of goods she wishes to purchase, the purpose for which she is buying the material, and the price she is willing to pay for it. I have found that talking too much often irritates the customer. By listening, the saleswoman acquires information for intelligent selection and presentation of her merchandise.

It is poor policy to argue with the customer, even though she may be wrong. Once she is annoyed, the sale is lost. The importance of tact and politeness in selling cannot be over-emphasized. Besides these characteristics, a really successful salesperson must be extremely honest and conscientious at all times. The best way in which to please the customer is to put yourself in her place. Never allow your temper to get beyond control. Never go with a grouch; be cheerful at all times as customers respond freely to cheerfulness of mind. Refrain from gossip always. It is cowardly and a dangerous weapon and often causes much trouble.

We should take pride in having our stock neat and orderly every minute. However, never work on stock while a customer is waiting. Always try to know more about the stock than any other person.

We might also frequently analyze ourselves and see if we are really cooperating with our fellow workers and the Company to the best of our ability and we should be at all times ready to welcome constructive criticism.

Service Rendered to the Customer

SERVICE has been the subject of a great deal of discussion of late, but I do think that it has not been emphasized enough in everyday selling. The Service one renders is a great help in making a sale. I find that oftentimes, when I have failed to give the right kind of service, my customer wanders about the store and finds someone else to wait on her. Then I realize that I have failed to give the service I should have given.

I believe that if we study our customers just as carefully after we have waited on them, as we do while we are waiting on them, we should see the results of the service we have given, and whether or not the customers were handled as they should have been.

Interest is a phase of salesmanship which is almost as important as service.

I know of customers who will wait a long time for a clerk who takes an interest in them and I am convinced that the reason they wait is that they are going to receive special attention.

On busy days, patience is a hard thing to practise. You see many customers waiting. You are afraid they will go elsewhere before you can wait on them. So you rush from one customer to another not giving the proper service to any of them.

We can increase our sales by suggesting the new goods that have arrived, whether there is a possibility of a sale or not. I find in many cases that we sell when we should not have sold, had we only handed out what the customer came for.

—JOSEPHINE HALLAUER, Watertown, South Dakota

AUGUST, 1927
WHAT THE SALESPERSON OWES HIS CUSTOMER

By A. O. BRANNAN, Associate at Titusville, Pennsylvania

A paper read at a joint meeting of the Titusville, Franklin and Oil City, Pennsylvania, Stores

CUSTOMERS understand how welcome they are by facial expression. Talk to your customers through the eyes. People hear with their ears but understand with their eyes.

Remedy your sales talk only when you are holding the customer’s undivided attention. All conversation should be directed to the customer alone and not to Associates who might be standing nearby or passing. Customers do not come to our store to hear about your Associates, nor do they come to your store for comedy. If they want comedy, they can go to the picture show. Customers do not come to our store for the morning news or city gossip. That is why we have newspapers. They come to our store for Service.

In order to be able to render service to our customers, we must understand spiritual activity. This may be developed by regular and reverent attendance at one’s place of worship, by observing the Spirit of the GOLDEN RULE in all human relationships and seeking opportunity to render service to others.

If you are in love with your work, you can adapt yourself to it.

Let us now take a look at certain general principles which will aid in helping us understand ourselves and our capacities—

First, Inheritance. We did not inherit a fully developed brain. We had to develop it. We inherited a body including eyes to see with, ears to hear with, a nose to smell with, a tongue to taste with and a skin beset with nerves to feel with. We did not inherit a knowledge of how to render real service to our customers. That is something we must learn.

How much of our brain do we use? One-twentieth of it is required for the physical operation of our body. The use we make of the other nineteen-twentieths determines our personality, ability and intelligence.

Associates, let us analyze our situation. We shall get an insight into ourselves. If we do not develop this nineteen-twentieths of our brain for a purpose, we cannot expect to serve our customers or have knowledge of service.

Therefore, we must learn more, develop our brain more. Let us practise the things our customers expect and do the things that the J. C. Penney Company would have us do.

If we can Smile, we can be Cheerful.
If we can Talk, we can be Pleasant.
If we are Active, we can be Ambitious.
If we are Honest, we can be Industrious.
If we have Knowledge, we can be a Teacher.
If we are Tactful, we have good Thoughts.
If we are Loyal, we can Co-operate.
If we have Common Sense, we can apply it.

Then we can produce what the Salesperson owes to his Customer—Service.
Several Beautiful Bridal Trims:
1. Richmond, Kentucky,
   B. E. Willis, Manager
2. Lafayette, Indiana,
   W. H. McDowell, Mgr.
3. Laurel, Mississippi,
   H. E. Readon, Manager
4. Ada, Oklahoma,
   S. M. Baublis, Mgr.
GOOD IDEAS

RECENTLY I had a customer in the store for a light powder blue suit. He had just come from a clothing store where they didn’t have what he wanted. He told me that he had gone out pro- voked because after finding they did not have anything in powder blue, he was told that he couldn’t wear that color at all. I told him that I thought that color would look very good on him. I knew that we didn’t have a powder blue suit for him, so I showed him a darker blue that he might like, but I didn’t even have that in his size.

In the meantime, I asked him to look at other suits but never mentioned color at any time. He liked two or three other ones and finally he consented to try them on. I told him how nicely they fitted him, how well they were tailored and most of all, how well he could wear that style. The man left the store with a gray suit tucked under his arm.

If the clerk in the clothing store had used tact instead of telling the man he couldn’t wear powder blue, he probably would have sold the suit instead of the J. C. Penney Company. Their loss was our gain, as he is now our friend, customer and advertiser.

—F. D., Leavenworth, Kansas

OUR SERVICE

A CUSTOMER wanted to buy enough material for a house dress. She picked out the piece she wanted but did not know how much material it would require. I suggested she pick a pattern. She chose the pattern and the required amount of material was printed on the back of the envelope. She bought the material, pattern and other articles I suggested to make the dress. In this instance suggestion selling taught the cus- tomer the required amount of material necessary, taught her of our pattern service and of our store service regarding her interests.

—H. J. W., Gallup, N. M.

WIN THE CUSTOMER’S CONFIDENCE

ONE day about a year and a half ago I was waiting on a woman who was accompanied by a little boy of about five years. They were of Swedish descent and rather difficult to understand. The woman seemed to fear that she would be sold something inferior or something she did not want because of her inability to understand readily.

After trying to gain her confidence, I turned my attention to the child. He was a bright child and I inquired his name and learned it was Jack. He also said he was learning to write, but the mother remarked that he was unable to make the letter “J” correctly. I told the lad I had found that difficult, too, for that was my initial also (by this time the mother was more confident and I motioned one of the other girls to assist her in making her selections while I helped the lad).

I gave him one of our little yellow date books and a pencil and helped him in the art of correctly making a “J”, while the mother bought quite a bill of goods.

The entire family were grateful for our interest in the child, and are very good customers now. We gained their con- fidence through a simple service to the child rather than trying to force a pur- chase of merchandise.

—H. J. H., Lewiston, Idaho

ONE CUSTOMER’S MENTAL ATTITUDE

A MAN came into the store one day to buy a pair of shoes. I led him back to the shoe department and asked him to be seated. I started to remove his old shoe when he suddenly said:

“Never mind trying any on until I see what you have.”

I cheerfully told him I should be pleased to do so. Turning to the shelf, I took out a shoe and showed it to him. He took it in his hands, looked at it a moment and asked:

“How much?”

“Three-ninety-eight,” I replied.

“I can buy a pair like these up the street for thirty-five,” he quickly shot back at me.

This remark was a fine invitation for trouble and tact was necessary to avoid an argument. But to the alert salesman he also revealed his mental attitude. Noting that he had not carefully examined the shoes as to quality and workmanship, I decided that price would be the only effective appeal to interest him. He evidently wanted a pair of low-priced shoes but was not frank enough to ask for them. So without any comment upon his last remark, I quickly brought out another shoe, and, with a smile, handed it to him and said:

“Here’s an outstanding value at only twenty-nine-eight.”

He was looking at it.

“And we also have them in tan,” I pro- ceeded—

“No, never mind,” he said, “these look all right to me.”

While trying on the shoes, I told him some facts about our Company, our buy- ing power and policies. He became talk- ative and by the time the sale was closed he was in a friendly mood. The customer entered the store in a surly and antagoni- stic frame of mind, but by exercising tact I easily made a sale and he left satisfied and pleased.

—E. W. K., Sheboygan, Wis.

QUOTING QUANTITY PRICE

A GENTLEMAN came into the store a short time ago to buy men’s work hose. After being shown the hose, he inquired the price. Instead of quoting the price as so much a pair, I quoted the price in dozen lots. The customer without hesitating called for a dozen of the best quality. The sale of the additional eleven pair incurred no additional expense. I have found this to be very practical in selling such items as collars, shoe-strings, and work gloves.

—O. P. K., Auburn, N. Y.

WINNING A MAIL-ORDER HOUSE CUSTOMER

HERE is an experience that may prove of interest to you—it surely did to me. Last fall, while showing a pair of children’s shoes to a lady from an adjacent mining district, I handed a letter addressed to one of the large mail-order houses. I started a little mail-order talk and she finally told me she had quite an order made out and that she was going to mail it that evening.

I told her that if she would let me see the order, I was sure I could save her money and that, if I couldn’t, I’d be glad to have her send the order. She finally showed it to me and I started in. The order amounted to sixty dollars and seven cents and, as I did not have every article she had listed, I could not fill it all.

However, after an hour’s time, I had a bill for shoes, underwear, gingham, hose, overalls, caps, gloves and some other articles, that amounted to forty-four dollars. Then I figured up for her just what she had intended to spend for these articles and it came to over forty-eight dollars, so she was over four dollars ahead.

As I had tried to duplicate quality all the way through, I was very much elated, and she was very pleased, I know, for she is now one of our really good customers.

—J. L. R., Boulder, Colo.

PROTECTING THE CUSTOMER

I WAS fitting a suit on a deformed child. The mother of the boy and I were adjusting a pad under a shoulder of the coat and two sympathetic and inquisitive old ladies were watching, to the evident discomfort of the mother. I suggested that we go to the back room where the light from a window would show her the true color of the suit. She readily agreed to this and seemed to be relieved to be away from the spectators. We fitted the coat in a short time and she bought the suit and a large bill of goods besides. She always buys a large bill of goods from us every time she comes to town.

—G. G. P., Boonville, Mo.

AUGUST, 1927
Miss Irene Edwards, an Associate of our Little Falls, New York. Store was married on May 3, 1927, to Mr. McKinley Wells. Mrs. Wells will continue her duties in the store.

Announcement is made of the marriage of Mr. V. M. Ward, First Man of our Centralia, Washington, Store to Miss Laura Barner on May 15, 1927.

On May 28, 1927, Miss Maxine Hoskins became the bride of Mr. Dwight W. Ewing, First Man of our Broken Bow, Nebraska, Store.

Mr. Roy J. Miller, an Associate of our Watertown, South Dakota, Store was married to Miss Carol Hopkins, also an Associate of the Watertown Store, on June 9, 1927. Mrs. Miller will continue her duties in the Store.

Mr. Harold J. Rosenlof, an Associate of our Willmar, Minnesota, Store was married to Miss Mabel A. Vogt on June 9, 1927.

Announcement is made of the marriage of Mr. Harold V. Dahlheim to Miss Mabel E. Erickson on June 12, 1927. Mr. Dahlheim is an Associate of our Willmar, Minnesota, Store.

On June 13, 1927, Miss Mildred Tregellas, Cashier of our Hillyard, Washington, Store was married to Mr. L. G. Feeder, First Man of our Tekoa, Washington, Store.

Miss Henrietta Lucia, an Associate of our Fond du Lac, Wisconsin, Store, became the bride of Mr. E. J. Burger on June 15, 1927. Mrs. Burger will remain in the employ of the Company.

Announcement is made of the marriage of Miss Pearl Myers to Mr. Carl Wilford on June 17, 1927. Miss Myers is an Associate of our Findlay, Ohio, Store.

On June 20, 1927, Mr. Herman J. Lott was married to Miss Marcella Summer. Mr. Lott is First Man in our Dubuque, Iowa, Store.

On June 21, 1927, Mr. J. C. Saylors, First Man of our San Leandro, California, Store was married to Miss Ruth Smith.

Mr. E. E. Neptune, Manager of our Lawton, Oklahoma, Store was married to Miss Mary Louise Green on June 23, 1927.

Mr. and Mrs. J. C. Penney announce the birth of a daughter, Mary Frances, on May 28, 1927.

A daughter, Marilyn, was born to Mr. and Mrs. J. H. Meredith of Fort Morgan, Colorado, on June 3, 1927. Mr. Meredith is an Associate of our Fort Morgan Store.

Announcement is made of the birth of a daughter, Jaciel, born to Mr. and Mrs. H. R. Done of Sugar House, Utah, on June 6, 1927. Mr. Done is Manager of our Sugar House Store.

Announcement is made of the birth of a son, James Warren, to Mr. and Mrs. E. N. Johnson on June 10, 1927. Mr. Johnson is Manager of our Little Falls, New York, Store.

Mr. and Mrs. Lee VanVlack announce the birth of a son, Richard Lee, on June 21, 1927. Mr. VanVlack is First Man in our Sturgis, Michigan, Store.

Mr. and Mrs. E. J. Cleary of Mt. Carmel, Illinois, announce the arrival of a son named James Vincent on June 24, 1927. Mr. Cleary is Manager of our Mt. Carmel Store.

The Spirit of Business
In a way, it is incorrect to speak of industry producing so much goods, of the railways producing so much transportation, of factory workers producing so much service. All of these groups are really creating satisfactions for wants, within the limits set up by society.

Business is essentially creative. It takes goods from places where they are so abundant as to be almost worthless and delivers them where they are scarce and can command a premium. It stores up the surplus food of summer for our use during the scarcity of winter; and brings all manufactured goods to our door at the time when we want them.

Business changes form, annihilates space, conquers time.

Business, therefore, is not an end in itself. It is the servant of human wants. The most successful business men always keep this idea of service in mind.

WINDOW TRIMMING IS AN ART
(Continued from page 7)

things in the trimming of the windows is the price tickets. Have them made a uniform size; also of the same color. Place them so they can easily be read. Merchandise by the yard should be marked by the yard. We have also found it a good plan to put the name of the material on the card in small letters. For example, ALL WOOL CHALLIE, RADISH SILK.

And last but one of the most important things to remember is to put in one of our institutional cards. Probably nothing will go so far towards selling the policies of our J. C. Penney Company as one of these institutional cards. Place only one in each window and change them as you change your windows. It is the Policy of our Company, written on these cards, that makes our stores different from our competitors.

ANSWERS TO QUESTIONS ON PAGE 5
1. Because it is the Going away and Coming back month.
2. A contest of good-will.
3. That it is fundamentally the law of Stiffl.
4. The man who can develop new ideas.
5. Fewer critics and more workers.
6. A real merchant, alive to the possibilities of good service and fair dealing at right prices.
7. Because the window does not tell the whole story otherwise.
10. Why is this a Good Idea? On an average of ten each, how do you stand in this test?
GRADUATES
of the
BUSINESS TRAINING COURSE

T would be a high privilege if every new Associate of the J. C. Penney Company could receive his fundamental training from the Founder.

Mr. Penney, recognizing the impossibility of this, worked intimately with others to insure the faithful presentation in the Business Training Course of those principles which have been, and continue to be, fundamental to the success of our business.

Therefore, every student of the Business Training Course is a student of the Founder and his early Associates. We are pleased to present a new list of graduates.

MANAGER
M. S. Gesley, Maysville, Kentucky

ASSOCIATES
S. B. Anderson, Hoquiam, Washington
R. W. Bartine, Anaheim, California
C. C. Casperson, Whitefish, Montana
Jessie Coffin, Montrose, Colorado
W. F. Deatherage, Clovis, New Mexico
James B. Gibson, Bristol, Virginia
Giles K. Handy, St. Joseph, Missouri
Earl D. Harryman, Richmond, California
Ruth E. Leistik, Store No. 217, Portland, Oregon
A. S. Martin, Columbia, South Carolina
Pearl Nelson, Store No. 217, Portland, Oregon
Carl A. Safford, Kankakee, Illinois
Theodore G. Schmidt, Jamestown, North Dakota
Arthur Stauf, Topeka, Kansas
W. A. Steffen, Calumet, Michigan
Harry T. Westbrook, Bakersfield, California
Leonard Wood, Store No. 217, Portland, Oregon