

J. C. PENNEY'S EIGHTY-THREE BIG STORES

AN ENDLESS CHAIN OF STORES
SCATTERED OVER THIRTEEN
STATES

BUSINESS 13 YEARS OLD

Something About the Golden Rule
Stores That do a Business of
\$4,000,000 A Year

Country of the Department Store
Press:

Thirteen years ago a young man named James C. Penney, rented a store, forty-five feet deep, with a frontage of twenty-four feet on the main street of Kammerer, Wyoming. Over the door he hung a sign which read "The Golden Rule Store". A few days ago he and his thirty buyers completed purchases in New York aggregating a million dollars. The stock will go on the shelves of seventy Golden Rule Stores scattered over thirteen states in the Rocky Mountain section of the West and in Dakota.

The little shop in Kammerer took in \$29,000 during the first year. Last year the Golden Rule chain did a business of \$4,000,000. All this growth in thirteen years, and yet none of these stores is in a large city, and none of them has a fashionable trade. They boast no beautiful show windows and their advertising is done on a modest scale. The secret behind their growth is not to be found in any of the trade methods used by the big city stores. They have thrived on the simplest, sanest merchandising principles.

The story of the Golden Rule chain is at once a lesson and an inspiration for all merchants. Department store men who live in fear of the chain store will take heed of Mr. Penney's methods. The chain store, which bases its appeal upon the cry, "From Maker to User" has little in common with the department store. It is largely a manufacturing proposition. But the Golden Rule stores are not a by-product of a factory. They buy in the same field as the department store and their problems, in part, at least, are the same. Their story is the whole history of the coming of the chain store. If such stores are to take trade from the big city establishments it behoves department store men to study them. Their phenomenal growth shows that they fulfill a demand made by the people. Every reason for the success of all chain stores is contained in the story of the Golden Rule organization.

One word sums up the rise of the firm that started so humbly twelve years ago. That word is MEN. No one ever took charge of a Golden Rule store who has not been tried in the hard school of selling from behind the counter. The men at the head of every link in the chain a time waited on customers themselves. They are real salesmen first—everything else afterwards.

But this alone does not account for the trailing of the chain over thirteen states. Behind these men are the right goods. No customer of a Golden Rule store was ever "stung." Under the laws that govern

the organization this would be impossible. Each of the thirty buyers who recently scoured New York City for merchandise had orders never to sacrifice quality for cheapness. While low prices rule in the stores, a two-dollar hat is always worth two dollars.

The Penney stores are located in towns of from 2,000 to 20,000 population and, widely scattered as they are, there is a great variation in the demands of their separate fields. This adds to the difficulty of the buying problem, but it has been worked out satisfactorily. Twice a year the thirty buyers go to New York where a permanent office is maintained. They are divided into six committees with an experienced man at the head of each.

The trips of the Golden Rule buyers to the metropolis are no pleasure jaunts. The committees start work at eight in the morning and spend the entire day visiting the trade. They return in time for dinner which precedes a meeting at 7:30. There the results of the day's work are discussed and plans made for the next invasion of the wholesale district.

Naturally, every member of each committee is not an experienced buyer in all lines, but under this system, the younger men learn quickly from those who have been in the game for years. Given a few trips to New York and they soon master the lines which they are to handle. The buyers committees work like a training school, where practical laboratory work is taught, and the daily meetings correspond to lectures and recitations. A graduate product of this school knows exactly what the Golden Rule customers want and just how to buy it.

In how many great department stores are buyers given such systematic training.

The Golden Rule patronage is drawn and held by such buying methods. The people get the best for their money, and they show their appreciation by "sticking." Prices are low enough to tempt the most frugal class of trade. The margin of profit is so small that it sometimes seems dangerously near the line of loss. Nevertheless, there never is a loss.

Mr. Penney and his lieutenants realize the soundness of the principle that you cannot cut prices without cutting out something else. So, early in the game, they set about to get rid of the excess that weighs down so low-priced stores. In the first place, there are no charge accounts. In every store the cash counted up at the end of the day represents the total sales. No credit is given and none is asked. The Golden Rule Stores buy for cash and sell for cash. The buyers get rock bottom prices because the wholesale people know that every order is followed by a quick payment.

After eliminating credit Mr. Penney cut out delivery. If a man buys a double bed or dining room table it stays right there in the store until he carts it away. In a big city delivery system is necessary, but the Golden Rule chain does not enter the big cities.

Elaborate displays are another non-essential that has been eliminated. The Golden Rule Stores are very plain affairs. They boast no window trims and they give no cabaret shows, but they keep their stock up to date, turning it as often as six times a year.

The net result of this system of elimination are: No complicated clerical work. No need of large loans to

bolster up the business when charge customers do not pay; no doubt as to the exact amount of money that every line of goods is making; no big overhead expenses; no unnecessary risks, due to changing styles and seasons.

The cost of doing business in 1913 due to this system, was kept down to between ten and eleven per cent.

However, the spread of the stores over so many states is due to something more than this efficiency, even something more than satisfied customers. New links are always being added to the chain by a definite method of extension that works automatically.

It has been said that the secret of the organization's success is contained in the word MEN. Right here is where the human factor enters the proposition.

Every clerk can become a store manager and part owner if he makes good. A manager has the privilege of taking an assistant as a one-third owner in his store. In this way the manager, the assistant and the J. C. Penney Company, which has its main office in Salt Lake City, Utah, each own a third of the store. Thus, the endless chain movement is carried on. The assistant in time picks out a field that looks good to him, and to his superiors. There he starts a new store, still retaining his third interest in the original business. His former manager has the privilege of backing the new venture by taking a third interest in it himself. This arrangement is, of course subject to the approval of the company, which takes the remaining third.

"We do not back any man whom we do not know personally," said Mr. Penney to an interviewer. "Outsiders with money are constantly trying to enter our organization, but we prefer to develop our own men and back them ourselves. Ours is an organization of friends—men who have worked side by side for years, men who can be trusted and who trust each other."

No manager's activities are curbed in any way. Each is permitted to invest his surplus in new store and in turn sell a third interest in it to some bright assistant who wants to buy in. If the assistant hasn't the money with which to buy in, it is advanced to him on a personal basis.

Mr. Penney declares that they have yet to pick a man who has not made good the faith placed in him.

The assistant who buys a third interest in the store started by his superior, may, when his finances warrant it, start another store, and sell a third interest in it to some bright young man who has assisted him. And so it grows and grows. Some managers are interested in as many as eighteen stores.

"It is an inspiration to see the spirit of co-operation that dominates the operation of the stores," said Mr. Penney. "Every man is ready to help his brother manager at any time and one man's idea or plan for betterment of the business is the property of every other manager in the chain. That is efficiency of the highest sort, I think, and the part it has played in the success of the stores we own is inestimable."

"We have an annual meeting of the stockholders at Salt Lake City in the middle of January, at which various plans and suggestions for improving the business are made. Our stores are now located in the West because they were started there and have made good. Some day we may extend our operations eastward, but it is too far distant to even hazard a guess as to when it will be."—adv.

We are putting in a full line of legal blanks, and if you are in need of any blanks you can get them at this office—The World.

STATE OF NORTH DAKOTA,
County of Ramsey, ss.
IN COUNTY COURT,
IN THE MATTER OF THE ESTATE
OF WILLIAM W. BARRETT, DE-
CEASED.
George L. Barrett, Petitioner,
vs.
Marguerite S. B. Harris, Joseph Scott Barrett, Lucy A. Barrett, Adelaide L. Barrett, Nellie H. Barrett and Oscar F. Anderson, special guardian of Joseph Scott Barrett, Lucy A. Barrett and Adelaide A. Barrett,
Respondents.

THE STATE OF NORTH DAKOTA to the above named respondents and all others whom it may concern,
Greetings.

You and each of you are hereby cited and required to be and appear before the County Court of the County of Ramsey, State of North Dakota, in the office of the County Judge of said county in the court room in the court house in the city of Devils Lake in said county and state on the 19th day of April, 1915, at 10 o'clock A. M., then and there to answer to the petition of the executor of said estate praying for the allowance of his final report and account on file herein, and to show cause, if any there be, why such final report and account should not be allowed and settled and the residue of said estate be closed and said executor be discharged.

Let service hereof be made by publication of this citation in the Devils Lake World each week for four successive weeks, and by personal service upon the respondent, Oscar F. Anderson as special guardian.
(Dated March 18th, 1915.
(Seal) E. H. GRIFFIN,
Judge of County Court.

FACTS ABOUT THE HISTORY OF THE EARTH

EARLY GEOLOGIC HISTORY OF
ATLANTIC AND GULF COASTAL
PLAIN DISCUSSED IN SURVEY
REPORT.

New details are continually being added by geologists to the known history of the earth, including the development of plants and animals. However, that history, which is recorded in the rocks, is still fragmentary, like a badly mutilated book. One of the great defects in the record of the Atlantic and Gulf Coastal Plain regions of this country is the absence of the later part of the Cretaceous and the early part of the Eocene chapters—perhaps 8 to 10 million years ago. A report recently issued by the Geological Survey as Professional Paper 901J, entitled "The Cretaceous-Eocene Contact in the Atlantic and Gulf Coastal Plain," by L. W. Stephenson, discusses this missing part of the record and shows that the break covers a very long period of time. It is

known that at that time the continents were at least as large as and probably larger than they are now, and the oceans were accordingly smaller. Any rock that were then formed in the sea seem to have been weathered and washed away.

Hundreds of kinds of plants and animals that lived before and hundreds that lived after this great period are known, but not one of which lived during the period. Strange to say, few if any of the species which existed before the unknown period lived through it. It is like a play in which the places of one act remain the same in the preceding but the characters are all new, and yet many of the new players resemble the old ones so much that one is compelled to admit that they are close relatives. In each of the States bordering the Atlantic Ocean, south of New York, and the Gulf of Mexico are layers of rock which were formed before and after the period whose record is missing. In these layers are entombed sea shells of many kinds, but apparently not one species lived through from Cretaceous to Eocene time.

A copy of the report may be obtained free on application to the Director of the Geological Survey, Washington, D. C.

Farm For Sale Cheap.—160 acre farm four miles from Devils Lake, with buildings. Will be sold cheap on account of age and ill health. Address B. World office. Stpd.

CREAMERY HERE WINS HONORS

At the National Butter Makers Association which was recently held in Mason City, Iowa, the Danvang creamery of this city carried off first prize for North Dakota, scoring 93 1-2. This is a matter of some importance to this section of the state. The Danvang creamery are forging to the front, and when they can compete and carry off the prize against the whole state the people of this section should be proud of having such an institution here.

MOTHER! IS CHILD'S
STOMACH SOUR, SICK?

If Cross, Feverish, Constipated, Give "California Syrup of Figs."

Don't scold your fretful, peevish child. See if tongue is coated; this is a sure sign its little stomach, liver and bowels are clogged with sour waste.

When listless, pale, feverish, full of cold, bad breath, throat sore, doesn't eat, sleep or act naturally, has stomach ache, indigestion, diarrhoea, give a teaspoonful of "California Syrup of Figs" and in a few hours all the foul waste, the sour bile and fermenting food passes out of the bowels and you have a well and playful child again.

Children love this harmless "fruit laxative," and mother's can rest easy after giving it because it never fails to make their little "insides" clean and sweet.

Keep it handy, Mother! A little given to day saves a sick child tomorrow, but get the genuine. Ask your druggist for a 50-cent bottle of "California Syrup of Figs", which has directions for babies, children of all ages on the bottle. Remember there are counterfeits sold here, so surely look and see that yours is made by the "California Fig Syrup Company." Hand back with contempt any other fig syrup.

HOME TREATMENT

If the liquor habit has become a detriment to your business or social standing, our HOME TREATMENT at nominal cost, will overcome all craving for drink in a few days and with but slight inconvenience. Write to-day for information and cost of treatment. Medical Institute Company, P. O. Box 677, Fargo, N. D.

The rivers of the United States carry to tidewater every year 270,000,000 tons of dissolved matter and 513,000,000 tons of suspended matter. This total of 783,000,000 tons represents more than 350,000,000 cubic yards of rock or 610,000,000 cubic yards of surface soil.

Bring the Family Here for Easter Footwear

The beautiful Easter display of Selz footwear at this store is the talk of the town. The very latest styles from the realm of fashion are here to gladden the hearts of those who are seeking footwear of the better sort, at prices that enable all to dress correctly.

Come now and get ready to join the Easter parade on Sunday.

We show a few styles here. You can see more of them at this store.

Our windows are full of finest Easter novelties. Come and see them.

JACOBSON BROS

Prices shown in the ad: \$2.00, \$4.00, \$3.00, \$4.50, \$3.50.

Is your suit a GOOD FIT?

Nothing is more uncomfortable in late Summer than a badly fitting suit, and a few annoyances are more easily remedied. The reason is plain. You can buy a smart suit tailored to your measure, at a price which will cause you no discomfort. We guarantee a perfect fit. We want to show you our six hundred fabrics. We're proud of them. You'll be proud too, to wear a suit made up from a weave of your own choosing.

THE EMPORIUM TAILORING CO.

DRY CLEANERS AND DYERS

Office, 416 4th St. Phone 497
DEVILS LAKE, N. DAK.