

# Prof. Crocker,

XXth Century  
Entertainer...



Write for dates  
Season of 1903.

Berlin Heights, O.



(Reprint from Cortland Standard, Cortland, N. Y., issue of August 2, 1945.)

## GLYNDON H. CROCKER, 58 DIES

### PROMINENT LOCAL CITIZEN STRICKEN, ILL ONLY 2 WEEKS

President of Crescent Corset Co.  
And Former District Governor of  
Rotary Club

RESIDENT HERE OVER 30 YEARS

Active in Many Community Affairs  
And Prominent Among Those  
Raising Guernsey Cattle

Glyndon H. Crocker, 58, president and general manager of the Crescent Corset Company, died at 1:45 this afternoon at his home on the East River road, following an illness of about two weeks.

During a career in Cortland which spanned over 30 years, Mr. Crocker became a prominent figure in the business life of the community, as well as an active supporter of worthy social and civic movements.

Mr. Crocker was born at Berlin Heights, Ohio, July 19, 1887, the son of Harry H. and Rosa Bohner Tuttle Crocker, the former a native of Chicago, Ill., and the latter of her son's birthplace. His father, who is now deceased, was sales representative for a woolen concern. Mr. Crocker received a general education in the public schools of his native community and after completing this part of his studies attended business school at Norwalk, Ohio. He then began his career with Marshall Field & Company, in Chicago, with which he was associated for two years and later joined the Warner Brothers Company, corset manufacturers, where he remained for 10 years.

At the expiration of this period he came to Cortland as vice president and sales manager of the Miller Corset Company and in 1920 became president and general manager of the Crescent Corset Company here, which he headed until his death. He was also a member



G. H. Crocker

of the board of directors of the J. C. Penney Company, the First National Bank of Cortland and owned and operated a 700-acre farm near the city known as "Crocker Farms," where he raised pure-bred Guernsey cattle and pure-bred Percheron horses.

Mr. Crocker was a former district governor of the Rotary International, a member and former president of the Cortland Rotary Club, past president of the Cortland County Hospital Association and a trustee of the Young Women's Christian Association. He also belonged to the Cortland Country Club, Cortlandville Lodge, 470, F. and A. M., in which he was also a thirty-second degree member of the Syracuse Consistory, and was a member of the First Presbyterian Church of Cortland, where he was a trustee.

On August 8, 1908 Mr. Crocker married Myrl Z. Brown of Chicago, Ill., the daughter of Charles E. and Rose Brown.

Surviving besides his wife are three children, Glyndon H. Crocker, Jr., of Homer; Mrs. Harry Davis, Jr., of the East River road, Cortland, and Robert Lyle Crocker, a civilian instructor with the U. S. Army Air Corps; and two grandsons, Glyndon H. Crocker, III, and Tracy Ashley Crocker of Homer.

Funeral arrangements are incomplete.

# JCPenney

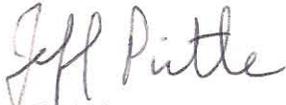
April 17, 2001

Tracy Crocker  
14115 41st Avenue North  
Plymouth, MN 55446

Dear Mr. Crocker,

Enclosed is the continuation of your grandfather's obituary in the September, 1945 *Pay Day*. I'm glad you have enjoyed the material, and if you need any more JCPenney historical information, let me know.

Sincerely,



Jeff Pirtle  
Museum and Archives Project Manager  
J.C. Penney Company, Inc.

NOW TO PAY FOR  
THE VICTORY!

BUY — and SELL  
MORE BONDS!

# Ray Day

Reg. U. S. Pat. Off.

VICTORY BONDS

Go On Sale

October 29th

LAST BIG DRIVE!

A PUBLICATION OF THE J. C. PENNEY CO.

SEPTEMBER, 1945

VOL. 10, NO. 5



### To All Penney Associates:

On August 2nd, we were shocked by the news of the death of Glydon H. Crocker. Mr. Crocker had been ill for a short period and had suffered a stroke. To those of us who knew him it was hard to grasp the idea that so vital a personality had been taken from our midst.

Glyn was 58 years old. In July he had just rounded out a service of 25 years to this Company. During that period he had been President and General Manager of the Crescent Corset Company, and since 1926 a Director of the J. C. Penney Company.

For those who knew Glyn Crocker, any story of his life and of his varied activities would be inadequate.

In his own community of Cortland, New York, he was a leader and worker in everything that made for the good of the community. Whether it was the Y.M.C.A., his church, the Red Cross, a community drive or any other activity, he gave freely of his own means, but even more important, he furnished the inspiration and leadership that assured success.

He served for more than one term as District Governor of Rotary and as a member of committees of Rotary International. In his work with Rotary, Glyn followed the same philosophy that had guided him always. He believed that what men did spoke more clearly than what they said. "A service club," as he frequently put it, could justify itself only as it rendered real service to others.

Work with, and for, crippled children received his most generous support. He loved to lend a helping hand to those who were most in need.

Glyn's friends were legion. . . he had a capacity for friendship. Those of us who were privileged to hunt or fish with him found the hours all too short. His own enjoyment of the recreation and leisure hours was matched by his thoughtfulness in assuring enjoyment for others.

His contribution to the J. C. Penney Company extends beyond activities in the Crescent plant or in the Merchandise Department. We could always count on him for thoughtful consideration before he spoke, and for a sound judgment that would advance the welfare of the Company and of his associates. There was no trace of selfishness in his whole being.

Some months ago, Glyn described his experience in joining this Company. I want to quote his own words, for in

these words one can read his appraisal of the values he sought. He came with this Company originally because he saw in it certain qualities, and, afterwards, he did his best to build even more strongly into Crescent and into the Penney Company those same qualities over a period of 25 years of service.

"In 1920 I was associated with one of the large corset manufacturers as Vice-President in charge of sales. At that time I called at the New York offices of the J. C. Penney Company to solicit their business for the company that I was then with, one of my duties being the supervision of sales and the handling of a few large accounts.

I was immediately very much impressed with the character of the men I met in connection with my business relations with the J. C. Penney Company. They were enthusiastic about the Company for which they worked. It was evident that their association with the J. C. Penney Company meant something unusual to them. They discussed values, qualities and service in a way that gave it a new and different meaning to me, despite the fact that I had been doing this type of work for several years with some of the outstanding operators of the country.

These Penney men were truly proud of their Company and they were equally proud of their association with the Penney Company. They told me how Mr. Penney started with a little store in Kemmerer, Wyoming; about the rapid and unusual growth of the J. C. Penney Company, about the Company plan for partnership, of Mr. Penney's belief that his fellow associates should share in the profit which they, themselves, helped to create. As the story unfolded, I sensed in them a great inspiration and loyalty, that had been passed on to them by a great leader. The faith in the future, as expressed by these men, was beyond challenge. They were courteous and considerate and approached their task with a Know What and Know How that impressed me deeply and thoroughly aroused my thinking.

(Continued on Page 3)

## POST-WAR ADJUSTMENTS SUBJECT OF CONVENTIONS

Nation-Wide Managers' Meetings Consider Merchandise and Personnel Problems of the Next Few Months

No Immediate Merchandise Relief in Sight

Junior Conventions were held all over the country during the last weeks in September to take up emergency topics connected with the Company's reconversion to post-war conditions. First among the problems was that of merchandise supply and the outlook with respect to the immediate future. The discussion went as follows: "What effect will the ending of the war have on the availability of merchandise? That is the question being asked by customers, who have so long done without things they need. It is being asked by store managers, who have had to do a job in which nothing was certain but the uncertainty of merchandise supply. It is being asked by store associates, who want to be able to sell the things customers want.

"Many factors enter into the answer! Many manufacturers find that reconversion is being slowed by the continuance of various types of government controls. The National Retail Dry Goods Association, of whose Board of Directors Penney Vice-President A. W. Hughes is a member, has called upon the Office of Price Administration to adopt a policy of accelerating the decontrolling of one category of goods after another as increased production is obtained and to speed such action by relaxing controls sufficiently to encourage production and distribution of wanted things."

**Some Merchandise Prospects Better Than Others**

It is merely a matter of time before more merchandise and

better merchandise is available. But the mere ending of the war is not going to produce, at once, a flood of the merchandise we all want. In spite of newspaper talk, the situation is not going to change overnight. In some lines it will come sooner than expected. In others it will be delayed.

"If Governmental controls are made less onerous, and if labor is freely available, it is likely that we will be in a slightly better position later in the year.

In any event it will be many months before such merchandise as sheets, pillow cases, towels and other domestics will be plentiful. The present outlook is that rayon yard goods will continue scarce for a long time to come, but there is hope of an increase in cotton fabrics. Ray-

on gowns, slips and pajamas show no signs of immediate release and nylons, which are on everybody's mind, will not be in adequate supply until the middle of next year. As for cotton yard goods, slips, sleeping wear and similar items more adequate stocks are expected to be available before the year's end.

"In general, merchandise will continue extremely difficult through the balance of 1945 and well into 1946."

**Revival of Planning Discussed**

At most of the meetings there was a discussion of the revival of the type of planning that prevailed in pre-war times, but the merchandise situation is still such that it is difficult to work very far ahead. However, it was generally agreed that it is important for everyone to begin to think about planning as it used to be done—to get into practice again.

**Concerning Post-War Personnel Problems**

In a discussion of personnel matters, certain features of the current situation came into especially sharp focus, due to war's end, and the return of so many associates from the Armed Services. All full time regular associates who left for Military or Naval service will, of course, be welcomed back into the Company in the same store and the same position as before.

There is no dearth of opportunity for these men and women, and for those who remained with the Company through the war period, since the Company's plans for expansion (see pages 4 and 5) will provide ample opening for their growth and advancement within the Company.

Particular stress was placed on the importance of returning to our good old-fashioned Penney service, which, while it was maintained after a fashion during the difficult war years, should be brought back to the highest possible standard.

It is hoped that the discussions at the District Managers' Meetings will greatly facilitate the handling of post-war situations in all departments of store operations.

Ninety-three meetings were held in all parts of the country, each with a district manager presiding, and some were attended by representatives from the New York office.

### COMPANY ANNOUNCES APPOINTMENT OF TWO NEW OFFICERS



R. C. Weideman



G. M. Campbell

Two important Accounting Department changes took place on July 1st, with the appointment of Robert C. Weideman to the post of Assistant Comptroller, and Glenn M. Campbell to the newly-created position of Company Auditor.

These changes will make possible some long-deferred studies of systems and procedures, which will modernize and simplify those in use now. Both Mr. Weideman and Mr. Campbell will be instrumental in the development of this work, which considerably broadens the scope of their assignments.

**Robert C. Weideman—  
Assistant Comptroller**

Mr. Weideman's appointment as Assistant Comptroller took place 29 years after his start with the Company. In 1918 he assumed charge of the Disbursements Department, and in July of that year left to serve in the United States Navy.

In 1920 he was made Assistant in charge of Stores Accounting, and in 1929 assistant in supervision of the Accounting Department.

Besides the new features of Mr. Weideman's assignment, he supervises development and operating of accounting and control methods and procedures for stores and the New York Office, Accounting Division.

In 1942, he served in the office of the Quartermaster General.

**Glenn M. Campbell—  
Company Auditor**

Mr. Campbell joined the Company in 1929, as assistant to the General Accounts Supervisor, which position he held until July 1st, when he became Company Auditor.

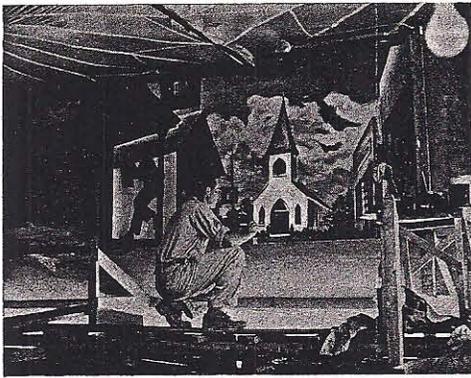
In addition to assuming new responsibilities, Mr. Campbell controls central and branch office subsidiaries records, audit of vendor accounts, the Company Thrift Plan, the Management Plan, and financial statements and budgets.

Before joining the Penney Company, Mr. Campbell was senior accountant on the staff of E. B. Mayo & Co. of Denver, Colorado, in which capacity he worked with the J. B. Byars and Lindsay stores which were absorbed by the J. C. Penney Company in 1929.

### 5,071 STILL IN SERVICE

The total number of associates who have served in the armed forces is 5,631. Of this number, 5,071 are still in service. 324 have received honorable discharges and have returned to the Company, while 127 honorably discharged veterans have resigned from the Company. 119 associates were killed in action.

NEW YORK ASSOCIATE WINS PRIZE FOR MURAL!



SOUTHWEST PACIFIC—Cpl. Robert C. Schott, on military leave from the New York Office Advertising Department, received high praise for murals he painted when he was called upon to decorate the C. I.-built American Red Cross Enlisted Men's Service Club, at his station. Instead of the usual South Sea Island scenes, Schott chose for his theme a sleepy, peaceful American small town "Main Street", complete with its little white church, old corner drug store, grocery and barber shop. Recently, Cpl. Schott entered an Art Exhibit contest sponsored by the American Red Cross, in which the mural was awarded first. Cpl. Schott is shown above putting the finishing touches on his prize winner.

PENNEY COMPANY IS PIPE LINER'S FRIEND

RICHMOND, KY.—Manager B. E. Willis received a written request for a Polar Star blanket from a customer who had bought two of them for Christmas presents and now wanted one for her own use.

She wrote: "I am one of the pipe liners who lived in Richmond, Ky., all last summer and fall. As you probably know, the J. C. Penney stores are the pipe liners' friend all over the United States. I don't know what we would do without them..."

25 YEARS OF LOYAL SERVICE REAP REWARD

BEAVER DAM, WISC.—Mrs. Flossie McGinnis recently completed 25 years of service with the Penney Co., having been cashier of the store here since its opening. She was guest of honor at a dinner and theater party given for the entire store personnel by Manager W. H. Wegner and Mrs. Wegner.

The party had a double significance since it also marked the completion of 25 years of service to Beaver Dam by store No. 293.

NO O. P. A. IN CASA BLANCA

BRENNHAM, TEX.—Staff Sergeant Erwin Reue, an associate of the Brenham store, came home on a 30 day furlough \$72.00 richer because of two Nation-Wide sheets. The sergeant went into Casa Blanca with the invading troops and after several months of sleeping on the ground and in mud, was finally assigned to a building which had a bed. He wrote home for a pair of Nation-Wide Sheets, which were sent to him immediately. Eight months later his company was ordered into combat and was allowed to take only limited amounts of personal belongings. Reue offered his sheets for sale to the Arabs and got 30,000 francs, the equivalent of \$72.00 in American money. Reue said he "felt he had gotten back a little of the overcharging the Arabs had gotten from our boys while over there." Manager G. E. Koon asks, "Can anyone top \$72.00 for a pair of Penney's Nation-Wide sheets?"



How much do you know about SWEATERS?

1. Sweaters are always all wool.
2. A ski sweater should be used only for skiing.
3. Sweaters should be washed in lukewarm water.
4. Strong soap should be used to insure getting sweaters thoroughly clean.
5. Water of the same temperature should be used for washing and rinsing.
6. The final rinsing water should contain a small amount of mild soap or glycerin.
7. "Sloppy Joes" should be bought at least three sizes too large.
8. Coat style sweaters are only for "older" men.
9. Women's cardigans, sold as sets, can be of the same color or contrasting colors.

(Answers on Page 8.)

PENNEY MANAGER HONORED!

TRAVERSE CITY, MICH.—T. A. Fowler, manager of the store here, recently received the "Forney Cleo, of the Memorial Award". This award, presented by each Kiwanis Club in the State of Michigan, is presented to the outstanding citizen in every community where a Kiwanis Club is located. Mr. Fowler was selected by the Board of Directors of the Traverse City club to receive this award in 1945 "for his unselfish efforts in the promotion of civic interests." He has served as a Director of the Chamber of Commerce, headed the Committee in charge of War Savings Stamps and War Bonds among the business firms there, is a Director of the Kiwanis Club and Adjutant of the Bowen-Holiday Post No. 35 of the American Legion.

LAY-AWAY CHECK-UP

LETTERS GET RESPONSE

FAYETTEVILLE, N. C.—Fay Goddie, of store No. 795, reports that systematic check-up on Lay-Away gets results. A letter to a customer whose payments were delinquent had the following answer:

"Dear Ser I am rite you to let you here from me I will be there some time dunc the week after my suit if nothing happenig to me.

From  
....."

GLYDON CROCKER

(Continued from Page 1)

The J. C. Penney Company needed quantities of merchandise, the kind of goods with which I was familiar with producing. I came into the Penney Company to sell them merchandise. When I went out, I had been sold on the unusualness of the Penney Company, and the probability of its becoming one of the country's great merchandising concerns.

The following day I talked with Mr. E. C. Sams, who is the President of the Company. He told me many more interesting things about the Penney Company and offered me the management of a factory to make foundation garments exclusively for the Penney Company and which later became known as the Crescent Corset Company, Inc., a wholly-owned subsidiary of the J. C. Penney Company. I was so impressed with the caliber of the men I had met in the J. C. Penney Company that I very promptly accepted the offer at a salary substantially less than the one I was receiving at that time, for I could visualize the growth that I was sure their method of doing business would bring about and which I have since seen come into fruition."

Glyn's family life was a most happy one. Our hearts go out to Mrs. Crocker and to his sons and daughter in their loss. They have a rich inheritance in the loyalty, devotion and understanding which made the Crocker house a "home" in the finest sense of that word.

I do not want to eulogize Glyn; that is the last thing he would have wanted, because he was too human and too humble to welcome praise for himself. Rather, as I think of his life and of our years of association together, I find myself going back repeatedly to the first two lines of that poem, "God, Give Us Men!"

"God, give us men. A time like this demands strong minds, great hearts, true faith, and ready hands."

Glydon Crocker possessed a strong mind, a great heart, true faith, and hands that were ever ready to do and to help. We are better and our lives are richer for our association with him. As was said at the service in Cortland, "He has left a memory that will endure longer than any memorial or monument that we could build."

E. C. SAMS.

BE FIRM... WITH THAT GERM



A germ may be a fearsome thing—it often knocks you flat! Its actions are quite menacing! We'll guarantee you that!

Now germs get in, within your skin. Through any little scratch. So quick—go get the iodine, And then put on a patch!



If you enjoy your Penney job You'll have to stay alive! For germs can't serve the shopping nab. No matter how they strive!



So take good care of any cut Or pin jab, burn or scrape. Don't give those germs a chance to strut—And leave us hanging crepe!

MAN CAN ONLY TRY HIS BEST

SPRINGFIELD, ILL.—Any man whose wife sends him on shopping tours will sympathize with this Penney customer whose sad story appeared in the Lincoln Log, published by the Lincoln Ordnance Depot, Springfield.

"On Friday evening as I'm hanging my fedora over one ear the wife says to me, 'Since you're going to town, you can pick up a couple of spools of thread for me.' Being a dutiful husband I inquire as to where, what kind, et cetera and gets briefed for the mission properly.

"I eventually makes it to the village (after the pause that refreshes at the Ritz) and just as eventually finds a parking place. Having made the beachhead, I mentally plans my campaign. Mentally alert as usual, I says to myself, 'I'll rendezvous at the Connors Grill and deploy my forces from there.' With me the thought is the action so I proceeds to the rendezvous. Marshaling my forces I reviews the plans, takes on some supplies for the campaign, and with head held high and fighting heart sets out for J. C. Penney's basement. I encounter only minor resistance at the door, suffer light casualties—woman swats at her son with package and hits me—undaunted I proceeds to basement—the fighting is more intense, casualties heavier—woman steps on my toes, twirls, hits me in the ribs with elbow hat and yells, 'Here clerk, this is the color I mean' and nonchalantly places hat on a wax dummy. Now, I'm a patient guy and I like to be helpful at home—but there's a limit, so I says to myself, 'John—discretion is the better part of valor.' As I said, with me the thought is the action so I retires to Connors, from whence I shouldn't have ever come in the first place."

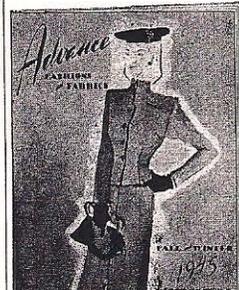
PLASTIC SOLES O'KAYED BY RAILROADER

YATES CENTER, KANSAS—Manager J. M. Perkins sends us this letter from a customer:

"I bought on Sept. 10, 1944 a pair of Railroad shoes No. 2416 with the plastic sole on. I wish to advise you that I wore this shoe for over 6 months every day on the railroad. I never had a shoe of any kind that the sole on them wore me more than 90 days. Am buying another pair right away. A sole on a shoe never wears me more than 90 days but this one wore me six months and was not wore or thin when I had a half sole put on but I sure think lots of the Plastic sole and advise any brother workers to buy them..."



THE PATTERN DEPARTMENT



Tom Murray, Head of Department "G", has announced the publication, this month, of *Advance Fashions and Fabrics* for Fall and Winter, 1945. A copy of this book will be sent to every store for counter use, and will be of considerable value to every associate in the ready-to-wear, accessory and notions departments, as well as to those in the pattern department.

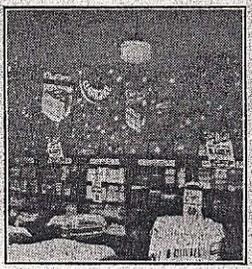
*Advance Fashion and Fabrics* is an attractive book, containing a wealth of fashion news, textile information, suggestions for make-overs, and construction details assigned to give home sewing a professional appearance. The new issue features four pages of "Fashions for the Family"—what the family will wear at work, lounging at home, playing out-of-doors and enter-

taining friends. Children's clothes, outfits for the teen-ager and for the college undergrad are also featured, as well as detailed instructions for the building of a coordinated wardrobe.

In addition to sending a copy of the book to each store, the New York Office mails and pays for thousands of books which are sent direct to State and County Home Demonstration Agents, and each store is notified of the groups in its area who receive the book. However, there are other clothing leaders in each community, such as 4-H Club Leaders, Home Economics teachers, dressmakers and church sewing circles, to whom the stores should distribute copies of *Advance Fashions and Fabrics*. They may be obtained at small cost to the store, according to Bulletin No. 9096, and should be given, not sold, as an education service.

Miss Mary Omen, Penney's Fabric Fashion Stylist and pattern buyer, suggests that the store manager and the piece goods and pattern department associates be familiar with the work being done by these groups, as well as with the fashion book. *Advance Fashions and Fabrics* is effective only when stores do their part in the follow through. A thorough knowledge of the *Advance* book and an active interest in community sewing activities on the part of Penney associates, will result not only in increased sales in piece goods, patterns and accessories, but also in increased fashion prestige and good will.

# STORES STAGE SUCCESSFUL BLANKET EVENTS



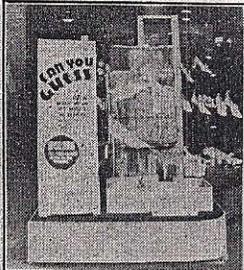
Saginaw's Lay-Aways

**SAGINAW, MICH.:**—The midsummer blanket event in this store was most successful. Blankets were placed on every floor and a store-wide contest was held. The selling records of associates were taken daily, and only blankets priced from \$1.98 up, were included in the contest.

Blankets were suggested to every customer, and the lay-away plan was explained. The lay-a-ways were kept in sight to remind both customers, and associates of the event.

Mr. Thomas Phalen took first place, with a total sale of 180 blankets and Mrs. Erna Haslein was second with a total of 146 blankets. Miss Ida Greenia totaled 112 blankets and took third place. The last Saturday of the event, 120 pairs of better blankets were sold. The total for the entire event was 2,600 blankets!

**RICE LAKE, WIS.:**—Every blanket in this store, priced from \$1.98 to and including Hudson Bays at \$13.76, was sold in the Blanket Event. The total for the event was 228 and figuring on the point system used in District seven, the total was 1,029 points. The associates took sides in the store and the winners received a picnic from the losing group.



**NEWCOMERTOWN, O.:**—This store had a unique method for calling attention to its blanket event. The local ice company froze a double jacquard blanket in a 300 pound cake of ice. The cake of ice was put in the front of the store on a Saturday. A placard announced the weight and invited everyone to register his guess as to when the ice would be completely melted. Newcomertown has a population of 5,000 and 2,025 guesses were obtained. The ice was completely gone by Wednesday at 12:23 A.M. The winner got the blanket and the store got a mailing list with names, addresses, and phone numbers.

**DAVENPORT, IOWA:**—Manager Kirby of this store tried the same idea, of the blanket frozen in a piece of ice. Everyone who entered the store was told to go to the downstairs store, sign their names and addresses to a card, and guess how long it would take the ice to melt. The contest lasted only a day. The ice took 27 hours and 40 minutes to melt, and the customer who won the blanket guessed 27 hours and 15 minutes. A list of 600 names was obtained!

**SCOTT'S BLUFF, NEB.:**—As a result of the following sale, twenty-six Hudson Bay blankets were sold. Manager Werner placed a bright red Hudson Bay blanket at the entrance of the store, and as the customers passed through the door they walked on it, as they would a rug. A box was kept near the entrance to place bids for possession of the blanket when it was removed from the floor. Some bids were greater than the original value of the blanket! The blanket was then dry-cleaned and placed on display in a window with a testimonial from the Dry-Cleaning establishment.

**FREDERICK, MD.:**—Miss Miriam Keafover, an extra in this store, led the district

blanket contest, for the first ten days. She had a total of 286 points for blankets sold on lay-a-ways and outright. Miss Keafover gained 94 points on Saturday July 31st, the closing day of the event. This salesperson is a student at Hood College and has worked on Saturdays only, up until this summer!

## NO TROUBLE AT ALL

**PITTSBURGH, PA.:**—As a rule, this store does not deliver merchandise for its customers. But an exception was made recently for the President of the Ladies' Y.M.C.A. Auxiliary. When she first asked to have her purchase delivered, Manager Eyer explained that delivery was not a part of the Penney policy. But when he heard that the order was for five dozen sheets and five dozen pillow cases, and added up to \$75, he decided to forget the policy. Especially as the order had only to be sent around the corner!

## I REMEMBER

C. C. COUPLAND, now Manager at Ottumwa, Iowa, remembers back to 1919, when he was in Sterling, Col., and was doing a whale of a business in shoes. He sent a bundle of shoe orders to Mr. Wilk Hyer in St. Louis, and failed to tear off the retail price strips. The following correspondence took place on the strips of paper which he had failed to remove.

Attention Mr. Coupland: I may not earn it, but the Penney Co. pays me \$10,000 per year. Anyway it isn't my job to take off retail prices. Wilk Hyer.  
Attention Mr. Hyer: I earn \$10,000 a year but do not get it. A. C. Coupland.  
Attention Mr. Coupland: The reason I get more than I earn is I learned early to do small things well. Hyer.  
Attention Mr. Hyer: You win. Let's call this off. Coupland.

## HOT SELLING SELLS HOT COAT ON HOT DAY!



**BRAWLEY, CAL.:**—Though the temperature was hitting 116 degrees when Manager Amstutz of District 15 visited this store, he actually sold a \$7.90 leather coat!

# SELLING BLANKETS From Penney's BUYERS

"Tell us this, Mr. Crocker! How can two Penney stores of the same classification, operating in towns of similar size within forty miles of each other, get such widely divergent results from the promotion of foundation garments?"

Mr. Crocker, head of the Crescent Corset Company, answered that one easily. "One store really promotes the line, and the other only thinks it does."

"There just isn't any such thing as a Penney store that can't sell corsets and brassieres. They always said that southern women wouldn't buy the heavier type corset. But when Ann Carter promoted Flex-O-Backs in Tampa recently, she broke all her sales records."

"There isn't any season when these lines won't sell. Statistics show little difference between the months we're in the habit of calling big ones, and those we call poor ones."



G. H. CROCKER

"How do stores that do a good job promote these lines?"

"To begin with, they always have sufficient stock and plenty of selection. They have a saleswoman who is interested in selling foundations. They place the sales emphasis not on our lowest price ranges, but on our higher ones, which still come well within the popular price focus. They display their garments properly on counters and tables, don't hide them away on shelves. They include corsets and brassieres in their advertising and window displays."

"You make it sound very easy."  
"It is easy! And profitable, too, because no merchandise brings so many repeats, if every customer is sold the right garment in the first place. No Penney store can afford to neglect this year-round staple business."

"Last month we talked to Mr. Metz about the Fall dress picture in general. This month we want to talk to you, Mr. Mason, about the Glen Row picture for September in particular."



FRANK MASON

"Well, Glen Row dresses in September won't be any different from any other September dress fashions. We get the newest styles into this \$2.98 line just as fast as they get 'em into the higher price lines."

"Just what are the September dresses like?"

"The most important feature seems to be the short sleeve. That's different from other years. There's usually slight interest in short sleeves in the early Fall, but until this year it hasn't been very important. This year, however, we expect short sleeves to be of major interest in September."

"The color angle is interesting, too. Black has always been the one and only color worth talking about in September. It'll be good this year, but lots of bright colors are being shown along with black in these early Fall dresses."

"As for the September silhouette, there's just one outstanding trend that I can see. The full flared skirt, almost ballerina style, is sure to be very good in September. The bolero, with a flash of bright color or print showing under the jacket, is a winner, too. And these dresses with draped front fullness will be popular with customers who can wear them."

"What about fabrics?"

"During September you'll see shiny cellophane crepe, embossed acetates, satin-back gamsas, and Schiffl-embroidered crepes. Plain and fancy taffetas are important, too."

"You'll see lots of embroidery on dresses in September. And slide-fastener closings for trimming are better than ever!"

The hat-tree was hung with a most amazing variety of masculine headgear—blizzard caps, "fore an' aft" caps, hunter's tie-tops, and a dozen others. The collection bore eloquent testimony to Mr. Simms' problems in buying caps for men in every part of the country.

"See that red and black plaid hat with the visor front? They go for that in Pennsylvania in a big way. But it doesn't sell anywhere else in the country. See that engineer's cap? That's worn by the men on just one railroad line."

"Is such specialized business worth while?"

"Well, we do over 30 percent of our volume in caps that are popular only in certain sections or in certain occupations. That makes it definitely worth while!"

"The rest of the cap business is staple, isn't it?"

"No, we have to watch style trends carefully. For instance, this Fall dark colors will be best in dress caps, dark blue especially. That's something new. Probably it's reaction against the light colors that have been popular. And here's an interesting development for you. There's been a tremendous increase in demand for light summer-type caps. I figure the boys must be selling them as shop caps. But it hasn't caused any decline in the shop-cap business. That's been increasing too!"

"Do you expect good business this Fall?"

"I certainly do! We're selling more caps now than ever before. Our Waverly caps and Pay Day shop caps just can't be duplicated at our prices. Our lines are still at the old low prices. We can't be sure how long that will last, of course. But this Fall our price and quality advantage is even greater than usual!"

"This year we're making a greater effort than ever to get the younger men's topcoat and overcoat business. That's the big news in this line!"



H. T. MOORHOUSE

Mr. Moorhouse, of Department "H" pointed to a fleecy light brown belted overcoat hanging in his office.

"That's the kind of coat a young fellow chooses. He'll wear it a couple of years, and then he'll discover it isn't as stylish as it was when he bought it. So he'll come back for a new coat!"

"The bulk of our business has always been in staple hard-surface coats that seldom change in style and wear for years and years. We don't want to lose that trade, but we want more business from young men who buy oftener and have years of buying ahead of them."

"What do the young men want this Fall?"

"They want brighter colors, fancy weaves. The trend is to big full-cut roomy coats, with raglan shoulders. They want fleeces, and moss finishes, more luxurious and softer fabrics that drape well and take rich colors well."

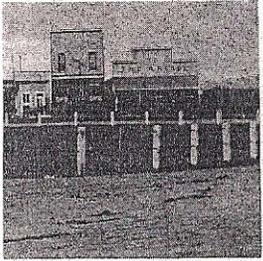
"It sounds as if clothing salesmen will have to take lessons in salesmanship from the girls who sell fashions to women."

"That's not a bad idea! These young customers we're after buy more for style than anything else. The salesman has to be a style authority, and able to advise on general becomingness. But he's also got to be able to handle the customer who wants a good long-wearing dark blue melton. In order to satisfy every single customer with exactly the coat he wants and needs, it's going to take real salesmanship!"

# Do You Remember

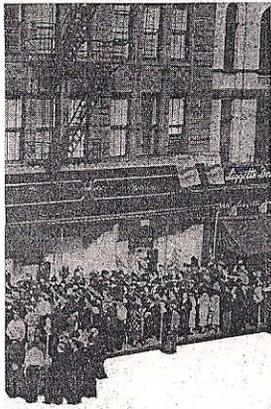
**NOW!**

## An Anniversary Message from Mr. Penney



... Wyoming in 1902. The very last DEN RULE STORE. One lone young

For it was only as long ago as erer, Wyoming. Yet, in other rides in science, in transporta- we have seen take place in those of living. A whole century of tore in Kemmerer and the huge, he NOW in our company's saga



d the doors of the new J. C. Penney Penney stores still operate under the

aphs, we might not be far wrong of the new J. C. Penney store in 1902! Again comparing these pace with the times . . . giving t to pay . . . growing up with a —these are the things that have force that, in the short span of n one small store doing a volume doing a volume of \$257,963,945.

on stockings, high button shoes, nging, raised big families, went to hiskers, plug hats, ascot ties, red bicycles and buggies, went in for Stores burned coal oil lamps, car- never took inventory, placed orders !'

of underwear, have bobbed hair, s and go in for politics. Men have whiskers, play golf, bathe twice a stood at home, play the stock mar- idie young. Stores have electric r buy in advance, have overhead, trol, annual and semi-annual sales, ge sales, economy days and NEVER

"How's this?" Frank. it for this one.

It's a long jump from a store to a huge net work of 1542 stores, spread over the 48 states of our great nation . . . a vast difference between those coal oil lambs that we used to trim and clean and a splendid 18 story building that houses the most modern methods and facilities of merchandising and public- ty.

I have often been asked if I visualized our present great organization when I opened first one and, later with Mr. Sams and other associates, more and more stores. Of course, the answer is "No." I would be claiming qualities of planning and foresight that were by no means mine. I did give the best that was in me. And I can honestly say that when I lay down to rest at night—(and sometimes 'twas the wee, small hours of the morning before we were through for the night!) it was with the comforting knowledge that I had done a good, hard day's work!

It occurs to me now and again to wonder what ever bigger and better things the J. C. Penney Company could accomplish if every associate, from the greatest to the least, were to go about his affairs every day as though the Penney Company actually were his or her own business. I imagine that we should see a business many times as strong and great as that you have today.

But enough of dwelling on the past. I would tell you of several weeks of inspirational experiences that I have recently enjoyed. They were the sessions with your District Managers. Talking with them, going to their various meetings, being able to observe them unstintedly for a period of time proves to me over and over just how right we were—and how well we build—when the founders of this business set as our measuring stick—young men of character. I was impressed by the young men coming along in our company. They have been well chosen. They are responding, splendidly, to their opportunities and training. It is heart- ening to know that, when we older men are ready to turn over the reins, these Young Men of Character, trained and steeped in the policies that have made us a great organiza- tion, will be ready to take over.

There is just one thought I wish to send you on the occasion of our 37th Anniversary—and that is:

**WE'VE JUST BEGUN TO SCRATCH THE SURFACE!**  
Big Business? Why, fellow men and women, I have been (and still am) active in the af- fairs of the J. C. Penney Com- pany for 37 years. We have just weathered the worst de- pression of our times, and come through it bigger and stronger than ever. That's why I say to you, as far as our business goes —"We've just begun to scratch the surface."

### AS THE TWIG IS BENT—

When Mrs. Watson of the EVERETT, WASH., store came to work for Penney's, her son was six years old. That was twenty years ago. Mrs. Watson, as you may gather, has seen quite a few Penney anniver- saries come and go and, as a loyal employee with a thrifty streak, she always bought her son's clothes from Penney's. Now young Watson is a man of twenty-six . . . all his clothing, from the skin out and from shoes to hats, has always been bought from Penney's. What an interesting record it would have made if the Watsons, mother and son, had kept a record of the amount of money this shop- ping where the "Lowest Prices in Town" prevail has saved them!

## LITTLE journeys with BIG MEN

Associates, meet your Board of Directors! They're the Big Trees that grew from the Little Acorns in which our company had its roots . . . and there isn't a "city slicker" in the lot! Most of them, like you and I, came from small towns or adjacent farms. Most of them, like you and I, came with the company as clerks. By dint of hard work, they rose to the top—even as you and I may do!



J. C. PENNEY, Chairman of the Board of Directors, was born in Hamilton, Mo., where he spent the early years of his life. Later he became a clerk in a drygoods store in his home town. Opened his first store in Kemmerer, Wyo., as a one-third partner. Subsequently his partners sold out to him. Mr. Penney resigned as president of the company in 1917 to become Chairman of the Board of Directors, which position he has since held.



E. C. SAMS, President of J. C. Penney, was born in Simpson, Kansas. After several years in the retail business, he came with Mr. Penney in 1907 as a clerk at the Kemmerer store. Mr. Sams is considered one of the out- standing business executives and merchants in the United States. He was elected president of the company in 1917, which position he has held with notable success ever since.



J. I. H. HERBERT, Treasurer and Vice-president, was born in Union Star, Mo. He started work as an office boy with the Burlington R. R. at St. Joseph, Mo. After some time spent in the banking business, he came with J. C. Penney in 1911 at Salt Lake City. He became a director in 1918.



G. H. BUSHNELL was born in Toledo, Ohio. At 15 his family moved to Mexico. Later, Mr. Bushnell became a teller in the American Bank in Mexico City. He came with the J. C. Penney Company in Salt Lake City in 1911. He moved to New York as head of the Accounting Department in 1915, was elected a director in 1916. Became first Vice-president. Retired from active service in 1930.



WILK HYER was born in Lake Spring, Mo. He started with the company in 1910 at St. Anthony, Idaho and later became manager of the store in Walla Walla, Wash. Was placed in charge of shoe buying for the entire chain in 1917, at St. Louis. Was elected director in 1918. Retired from active buying in 1929.



LEW V. DAY was born at Roodhouse, Ill. Started in the retail business at the age of 17. Was first employed by the company in 1912 at Wenas- chee, Wash. Opened Leavenworth, Wash., and Everett, Wash., stores. Was manager of Everett store until 1926, when he entered the Personnel Dept. in the New York Office. He became head of Personnel, was elected director in 1926. Served as Vice- president from 1930 until he retired from active service in 1937.



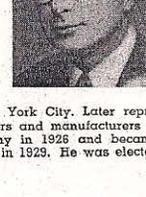
G. H. CROCKER was born in Berlin Heights, Ohio. He started, as a boy, in Marshall Field's wholesale department at the age of 17. Started selling corsets three years later. He was active in the manufacture and sale of corsets until he came with the company in 1920 as head of the Crescent Corset Company at Cortland, N. Y. He was elected a director in 1925.



W. A. REYNOLDS, Vice-president, was born in Annapolis, Md. After school and college, entered Rhodes in Tacoma, Wash. Where he ad- vanced to the position of Sales and Merchandise manager. Left there to come with the Penney Company in 1924. Became head of Sales Department in 1929 and was elected director and Vice- president of the Company in 1930.



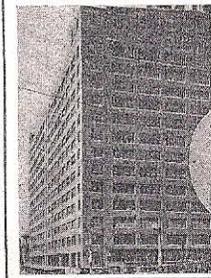
E. A. ROSS was born in Clearwater, Kansas. He entered general store business in Kansas after college. He came with the Penney Company at the Dallas, Oregon store. Was later in Hood River and Bend, Oregon. Opened the Portland, Oregon store, the largest store in the Company in 1922—when he came to New York as head of the Real Estate department. Was elected director in 1930.



A. W. HUGHES, Vice-president, was born in Skaneateles, N. Y. After graduation from college taught school. His first retail experience was in grocery and general stores. Came with the company in 1920 at Mober- the Eureka, Utah and Athens, Ga., Personnel Department in New York in 1926. Became assistant to the president in 1930, a director in 1933. Was made Head of the Personnel Department and Vice-president in 1937.

## PENNEY

LEFT: J. C. Penney St. Louis CENTER: This was the se opened with Mr. Sams, in Wyoming. RIGHT: J. C. Penney New



## TIMES

Thirty seven years Bryan was stumping f was something to be s Penney started his first ny sold in that little E ings, for instance! One The foot showed the ol



hose were unknown. inferior!

By comparison ta it is so superior that, i bre, it would have sok

The underwear s heavy, itchy, hard to , underwear up like t present day "luckstite enough wool to give th too are much more majority of men wear all year 'round. Those



# THE CORSET BUSINESS

By G. H. CROCKER, General Manager, Crescent Corset Company, Cortland, New York



ON July 1, 1920, a building was rented in Cortland, 25 x 80 ft., three floors, with a total floor space of 6000 sq. ft., which became the first home of the Crescent Corset Company.

Well do I remember each operator and associate in the rotation in which they were hired.

The number of employees was small and made possible a personal acquaintance with every individual and that very thing has meant much in the building of our organization and the injection of the real spirit, the ideas and ideals of our parent Company.

I sometimes wonder if it would have been possible to have started at the point where we are today with an equal measure of success. I am reasonably sure that the time spent in starting small and building a foundation first has meant much to us. Our associates started with the jobs they were able to handle and have grown proportionately with our business.

Factory operation makes the same requirements that any other branch of our business needs, namely, men and women who are loyal, who take pride in their work and who have a desire to make not only a certain number of dozens but *a certain number of dozens made in such a way that they are a credit to the company.*

I believe most labor difficulties can be overcome by frankness and



understanding and that an abiding belief in the desire to be fair is the paramount factor in successful operation. Labor turnover and the expense of training new employees are among the unknown overheads. Out of approximately six hundred employees, however, we have lost only fifteen from January first to July first, a period of six months—sickness, marriage and all other causes included.

**M**ANY of the first operators are still with us and I never think of them without the realization that after all they have taken and are taking a definite part in the growth and building of the Crescent Corset Company. It was not the great generals who won the War but the boys who wore the steel helmets and it is not the executives who will build to the ultimate

heights our organization but the spirit embodied in the masses of our great Company that must and will carry on.

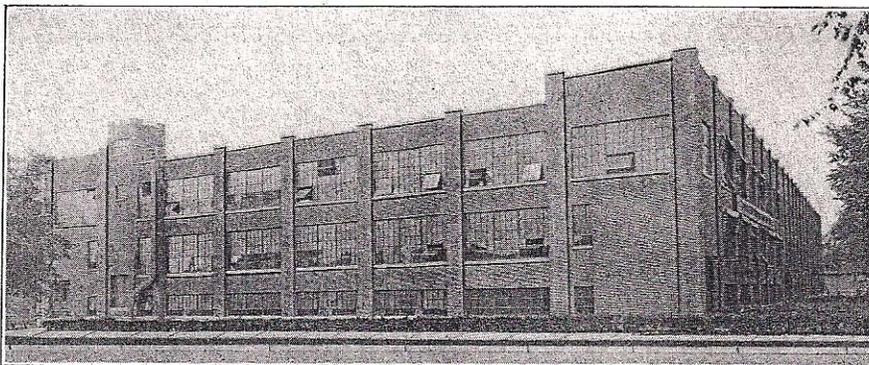
Today, with the larger number of employees, it has become impossible for me to know intimately every individual as I did when the number was smaller, but the understanding and contact with all when we were smaller created a leaven that I hope will be everlasting.

**O**UR people look at the factory as *their* factory. In the eight years of its existence I have never seen one pencil mark on the walls or wash-rooms. True, this may seem a small thing to mention but to me it is one of the big things, one of the outstanding things because it signifies an appreciation of a wholesome, clean atmosphere in which to spend one-third of their working lives.

The necessities, the big things, the important things, always assert themselves. It is therefore refreshing sometimes to see significant little things made conspicuous by their absence.

I realize the difficulty to be met with in trying to specialize each individual department but it seems to me there are few departments which offer larger opportunities than does a properly conducted corset department. First, the amount of space required is small in proportion to the volume that can be handled and the investment is such as to allow a splendid turnover at a most desirable profit.

The law of averages works in Cortland just as it does in any other city where we have a store and we do not believe there is any higher percentage of women here who are wearing corsets and confining garments than you will find in any of the other cities, neither is the percentage in Cortland higher than it is on Broadway in New York.

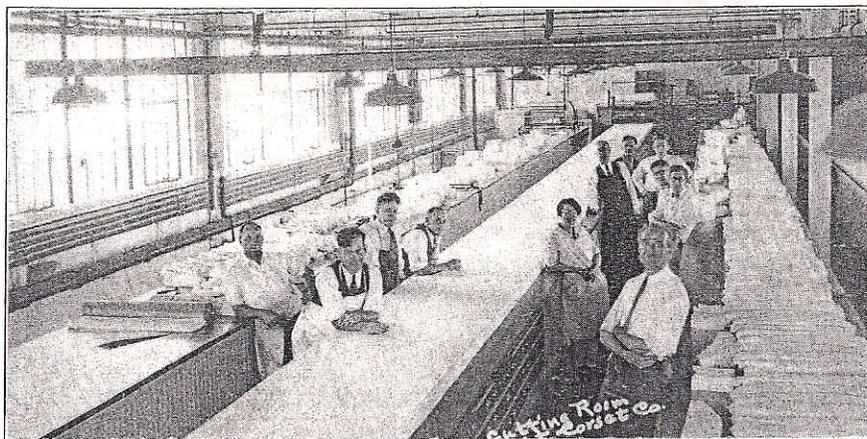


Corner view of the Crescent Corset Company's factory, which, when an addition now being erected is completed, will have a total floor space of 96,000 square feet

RIGHT—Cutting room, where as much as 68 miles of cloth have been cut in a week

BELOW—A section of the corset department

2



I have just been in one of our stores and asked for the sales in its corset department for last Saturday and I am advised that the figures slightly exceeded \$200.00. We have at the present time 1024 locations. If these locations averaged the sales of the store at which I called, our corset sales for last

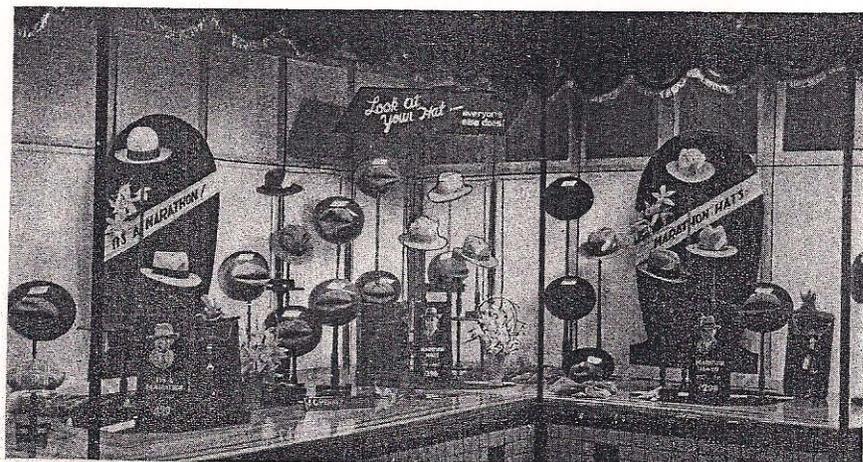
Saturday would have been one-fifth of a million dollars for the day.

Have we become imbued with newspaper propaganda to the extent that we seriously anticipate decreased sales in corset departments? If your personnel reflects this thought and condition you

are helping some other merchant in your town establish a desirable corset department—and this cannot be done without materially helping every other department in that store.

The small percentage of women who have discarded corsets is far more than offset by the fact that women are wearing lighter garments with less boning, made of materials that will not stand the wear of the old-type garments. The result is that instead of a woman's being a customer for two corsets a year, as she was under the old conditions, she is a prospective customer for as high as a half dozen garments in a price range as high as or higher than the type of garment formerly worn. It will be good form for salespeople when a woman has selected her style of garment to ask, "And how many, Madam?"

An effective hat display in the window of our Pendleton, Oregon, Store (J. E. Akey, Manager). Associate Fred Bridenstine, who arranged the display, describes it in this manner: "In the display of Marathon hats black and yellow were used to create a striking appearance either by day or night. The yellow flowers gave a touch of spring. The set prices, floor blocks and show cards were black with yellow decorations and lettering. At night the set prices and sign, 'Look at your hat, etc.,' were flooded with yellow light."





*A well-arranged Corset Department*

## HOW TO INCREASE YOUR CORSET BUSINESS

By G. H. CROCKER, *Crescent Corset Company*

**H**AS the propaganda which has circulated in the newspapers, coupled with many things said in jest which are far from the facts, been taken seriously enough by the salespeople in our stores to have a retarding effect on the sale of our Lady-Lyke corsets, combinations, and brassieres?

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

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

If our stores had struck the average of this particular store, they would have given us the



astounding sum of \$117,600 as a total for one day's corset sales.

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

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

A representative from the factory has gone into some of our stores that were not doing much of a corset business and has made as high as forty-seven sales in three days, in some instances in stores

that had formerly been doing practically no corset business. My contention is that she did not bring this business to the stores. It was there before she came and she merely took advantage of what was there.

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

This question has become universal at the buying conventions: How are the stores who are doing a volume corset business handling their corset department?

The photograph heading this article is my idea of a successful, well-managed corset department. I have taken an inventory of the stock on several occasions to find that it averages \$700.

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

Do not be afraid to take the corsets and brassieres from the boxes and place them on display. You will increase your turn-over and

have very few soiled garments. In fact, the question of soiled corsets is not half so serious as allowing the elastic to become aged on the shelves from disuse.

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

The corset department, in proportion to the amount of space it occupies and the amount of money invested, should be one of the most desirable departments in a dry-goods store. In any large de-

partment store this department will be given a prominent position and as desirable a location as can be found for it and be granted its full quota of window space.

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

## HOW TO BUILD UP WEAK DEPARTMENTS

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

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

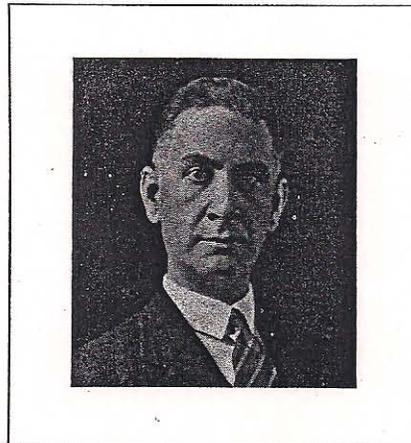
Let us assume that one of the departments in your store is like the undernourished child.

Why not treat it accordingly?

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

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

You will admit that it would ordinarily be next to impossible to build a volume of business in horseshoes. Yet if you had the patronage of your entire community, you would have a profitable volume. Consequently, it is imperative that we investigate the demand of the community, in order that we may buy merchandise that will find a market among our customers. It is always a



good plan to watch our competitors, too, to find out just how much effort they are putting forth in merchandising this weak line.

When you have gathered this information, then give this weak department a change of location. Give it prominent space in the windows and a little publicity in advertisements. Assign a live

salesperson to the weak department and explain to that salesperson that he will be held responsible for the upbuilding of that line. See that every salesperson is instructed in the sale and care of this weak department. Have all understand that we have an undernourished child with us and that through the efforts and care of every member of the store organization we are going to bring it back to normal.

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

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

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



# WHAT I LEARNED BEHIND THE COUNTER IN ONE OF OUR STORES

By G. H. CROCKER, *Crescent Corset Company*

**F**OUND I could sell Foremost hosiery, three pairs for one dollar, to nearly every customer I waited on and soon learned that Pay-Days were cut two inches fuller than the average make and in one evening could give a fairly satisfactory explanation of some of our values, at least an explanation that was satisfactory to myself. Work shirts, work pants, underwear and men's clothing I had no difficulty with at all and I began to think it was much more simple to be a successful salesman in one of our stores than I had formerly been led to believe.

Then a woman ruined my peace of mind by merely wanting to be waited on for a pair of shoes.

I eventually found someone to whom I could transfer this customer and the thought occurred to me that I had found what was wrong with our corset business.

**A**RE we looking for someone to whom we can transfer our corset customers?

Is it not a fact that in most cases a large amount of the total corset sales in our stores are made by *one* girl, notwithstanding the fact of our practice of *general* selling?

Is it not a fact that suggested sales are universally made in the departments with which we are the most familiar and in which stock we find ourselves completely at home?

I think this is so—and it is further verified by the fact that a man or woman coming into our stores will invariably sell larger quantities of the kind of goods in which he or she has received training.

Are we then agreed, the more at home we feel in the corset stock the more corset business we are going to do?



What is the first essential of a volume corset business?

The proper assortment of styles and a sufficient quantity of the best sizes in them. And here let me stress the importance of fewer styles and larger size assortments.

In what location shall we place this stock when it arrives at our store?

Memory brings to mind an incident:

A few years ago one of the largest theatres in Chicago refused to publish an advertisement for one of the largest corset manufacturers because the model on which this particular corset was shown was wearing a knee length petticoat. This was considered at the time very immodest. During that period of the business the corset department would be placed in some obscure position so that women could retire to some out-of-the-way corner and purchase their corsets with the utmost assurance that no one would observe the operation.

Needless to say, times have changed. Corsets are today displayed on tables in the main aisles and, in my judgment, the sales in this department will mount in proportion to the prominence of the space the department is given.

Perhaps first in importance is a saleswoman, who has a natural liking for corsets, to take

care of the corset stock, to see that a fill-in order is in transit most of the time.

If the salespeople in our stores, particularly the women, will familiarize themselves with our styles, the particular type of figure to which they are adapted, and become able to talk the points of merit of certain models for certain figures, and as the new numbers come recommend them to the customers, they will find themselves suggesting these particular models to the particular women for whom they are intended.

**F**OLLOWING up this thought, let me say that during a recent convention trip I had opportunities to show the line personally to some of the women in charge of corset stocks in several of our stores. They invariably found several models about which they were particularly enthusiastic. They would make a selection for themselves before half of the line had been shown and invariably they would change their opinion and make another selection after seeing the entire line. They picked, eventually, the very thing that someone familiar with our line would have suggested from the start.

The last time I had the pleasure of showing the line personally to the Associates in charge of the corset department in one of our stores they made a personal selection, found something they liked better, changed it, found another number about which they were enthusiastic and changed to that and eventually decided on a fourth selection. Their enthusiasm was real as regards the fitting qualities, styles and values.

I asked myself, if they were so enthusiastic that they could find such an assortment of models that appealed to them as to make the

number of selections they had made, why should not the general public be just as enthusiastic? Then I thought perhaps they would be if they were given the opportunity of seeing a sufficient assortment and were told in an intelligent way just what a particular type of garment would do for them, why it would feel comfortable to their particular type of figure and why they could expect a reasonable amount of wear from it.

A customer came into one of our stores some time ago and purchased for herself a corset which happened to be our Style 165. The writer was in this store at the time when this corset was returned. The customer was very much dissatisfied. Her version was that the garment did not fit, the hose supporters were too short, the bust was too high, that it did not cling to the figure and had a tendency to ride up on the body.

There are two sides to every story and I am wondering, as we are the parents of this garment, if our side might not prove an interesting illustration.

**T**HE corset was creased, the steels bent in about three and one-half inches from the top, showing it had been placed on the figure in a position that would bring the waist line at this point while the top of the corset was where the waist line should be.

After bringing the garment down to its proper position on the figure, it immediately brought down the hose supporters in place and they were amply long to allow for adjustment, in fact had to be shortened to be worn.

The back steels and the side boning of a corset, particularly true of the heavier types, can be bent to the natural curve of the body. They will be far more comfortable than when put on without this being done. No doubt many of you have seen a corset worn under a thin silk dress where the bottom line of the corset was very noticeable. Had this been shaped up to the body prior to being put on, it would not only have elimi-

nated this but would have clung under the lower part of the figure and been far more comfortable to the wearer.

This woman was taken into the fitting room after these suggestions were made and shown how properly to put on this corset. She went out delighted with the garment she brought in for exchange and has since purchased another one and to my knowledge has recommended it to at least three of her friends.

**W**E do not recommend corset fitting in our stores *but we do recommend intelligent corset selling.* The few minutes spent with this woman not only made a satisfied customer but the kind that has made other corset customers.

The corset business is no longer a seasonal business. One of our stores sold over one hundred dollars' worth of corsets recently on a Saturday, notwithstanding the fact the Christmas rush was on. The Manager of another one of our stores remarked to me last night the number of corsets he had sold that day was a surprise to him. There is no distinction between June and December and if the corset stocks are allowed to become depleted in October and November we are tearing down in two months what we are spending the other ten months to build up.

Have you ever waited on a customer in your corset department who has asked for a garment fairly heavily boned and our style numbers have not been mentally photographed in your mind? You turn to your stock and find Style 102 and when you open the box the very type of the garment convinces you it is not intended for her at all. You place it back in stock, perhaps take down another box only to find you are still far away. You may go through a considerable number of the Styles before you come to something that would suggest itself as being what the customer wanted.

All this time you have created in the mind of your customer the im-

pression that you are not familiar with your stock and not being familiar with the stock you cannot be familiar with her needs. Thus a mental hazard is built up between you and the customer which will take additional effort to overcome. A knowledge of your stock would give you this approach:

"We have several models of this type, any of which I am sure will please you. If you like an elastic garment, our No. 137 which retails at \$4.98 is made of an exceptionally heavy elastic and is adapted for the woman who wants the freedom of an elastic garment; yet the elastic is heavy enough to be supporting and confining.

"If you prefer a lace back model slightly heavier boned, we have Style 166 which retails at \$4.98. This garment has a graduated front steel, substantially boned across the abdomen, made of a beautiful silk brocade and elastic of unusual quality.

"We also have Style 165 which retails at \$2.98 and is made of a pink coutil, lace back elastic top model.

"Style 350 which retails at \$3.98 is also substantially boned and has an elastic abdominal support, medium bust, made of white coutil."

**I**F you know your line, you have established a bond of confidence and you know what you have that is particularly adapted to your customer's needs and you are going to find it comparatively easy to sell her any one of these four models which you feel may best be suited to her figure and to her purse.

I continually find myself wondering what the average corset business for one of our average stores should be and it invariably brings me to figures that are astounding in their proportion.

I should just like to repeat that I believe it is possible to reach one-fifth of this year's increase in the corset department alone if we got away to the right head of steam January 1, 1927.

# Concerning Corsets

By

G. H. CROCKER,

Manager of The Crescent Corset Co., Cortland, New York



**A** CORSET, pronounced as *Karsel*, says Webster, is an article of woman's dress laced around the body to give shape and support and comfort.

The practice of wearing corsets dates far back. If we turn back the pages of time to the reign of Cleopatra, we find the corset of that age different in construction and comfort from the corset of today. It was made of hammered metal hinged in the center and clamped around the figure and fastened with a hasp similar to one we might expect to find on a chicken house or a barn door. From that date to this styles have changed.

The first attempt to improve on the corset was to relieve its unsightliness by pasting cloth of various colors over the metal to add attractiveness. The last and most important improvement has been made in the last twenty years, as seen in a more marked adaptation of the corset to the wearer's needs. Few other articles of dress have had so much change of style, no doubt because of the fact that the corset must necessarily be the foundation of woman's attire.

The support of a properly fitting corset makes possible for most women more exertion with less fatigue. This is as true today as it was when, after Moses had relieved the thirsty people in the desert by bringing forth water from the barren rock, the women, before starting on, bound

their waists with their sashes, thus securing comfort by improvised corsets.

## WHAT SHALL BE THE STYLE OF CORSET?

EVERY year has seen new styles catering to characteristic types of figure. By this we mean that, whereas the corset formerly was of a heavy material substantially boned to mould the figure into the shape of the corset, manufacturers of today are making models for the individual. This corrects slight faults of the figure, at the same time giving the body the necessary support without impairing freedom of motion—an advantage not possible in the earlier models.

Another radical change is that, whereas earlier corsets were stripped outside, that is, the boning and the pocket to contain it were on the outside of the corset, today most of them have the bones and stripping on the inside.

The batiste coutil brocades, both cotton and silk, used in making corsets are of special construction and test from 80 pounds upward. By this we mean a strip of material one inch wide must be strong enough to lift a weight of 80 pounds.

Many materials will test considerably more, but much below this is not considered safe. So many of the softer finished goods cannot be used for corsets, because of lack of strength and too much stretch. The question of boning is one

that will never cease to be argued. When corsets with small waists and many curves were in vogue, whalebone was the last word, because of its natural tendency to shape itself to the body, when bending in at the waist line, and its tough resistance to breaking strain.

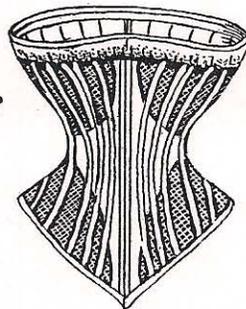
During the period of small waists and tight lacing, it was not uncommon for a corset to be returned with broken side-steels or backwire, and many came back with the heavy front clasp broken at the waist line. The styles of today, with lines straighter than ever before, have almost completely eliminated this trouble, and, in our opinion, the duplex galvanized steels, in consideration of their cost, represent the maximum of value in corset boning.

## THE CORSET HAS COME TO STAY

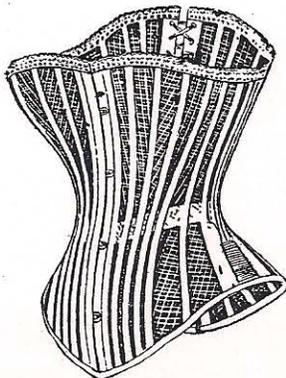
THE PASSING of the years is sure to bring around the question of whether the corset will ultimately be abandoned. It is unprofitable to argue the question here and a few facts will reveal why. One is that the present slouch cannot be permanent for two reasons. First, because it has reached its extreme and must soon react into the cult of the trig and the trim, as already reflected in Paris fashions, which return to contracted waists and padded hips. Another reason is that the eternal feminine will make and should

(Continued on page 24)

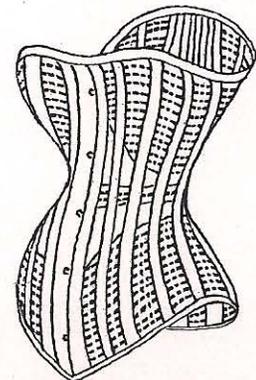
Models of Corsets of the



Vintage of 1867-1892



Note how high above the waist line they are, whereas today all of this is reversed. The brassiere, a separate garment, takes care of the figure from the waist line up, while the corset supports the abdomen and hips. This latter feature is likely to be permanent.



# Self Discipline in Concentration



NE of the most valuable assets a man can have is the ability to control and train himself. No man can advise another how to do this. Every man must work out his own salvation.

I recently read a lecture on concentration which has helped me more than anything of the kind I ever studied. Perhaps this virtue has been practised by many of our men. Nevertheless, I am going to relate what and how I have taught myself, since reading this article, in the hope that it may reach some young mind that is struggling for something solid to anchor to, as mine was.

When I first joined this Company, I believed little in sacrificing good times. My thoughts were on things far away from my work and the store, as I believed that while I was young I should have a good time and enjoy myself, even if I did spend all I made and sometimes a little more.

Experience keeps a dear school, however, and there is one valuable experience of my own that I wish to relate. I owned an automobile. Through the week when my mind should have been concentrated on my work, I was anticipating some trip that I should take on Sunday and when I was waiting upon some customer who should have had all my attention, my mind was partly occupied in trying to figure out some ailment of that car. Then,



somehow, a deeper vision came to me. Probably it was the environment in which I found myself that changed my ideas and started ambition working the right way.

I have come to believe Carnegie's saying: "Put all your eggs into one basket and then watch that basket." This applies particularly to J. C. Penney Company men.

In reading the biographies of some of the most noted and influential men in the world, I have found that they did not succeed by having a good time while they were young, but by putting in long hours at hard work and close study of the work which they were trying to master. I cherish the thought that, if young men would devote more of their spare time to reading books on business principles and other subjects that are far more educational than most fiction, we should make a better country out of these United States.

Knowing the stock, for instance, is a subject that requires concentration. I have found that I must be alert to every incident of the day, in order to keep up with the stock. Where there are many

salespeople in each department, different pieces of merchandise will be closed out every day and I think it is an advantage to be able to give a positive answer whenever a customer or an Associate asks if such and such a thing is in stock.

I decided that I would know our stock, but it seemed an impossibility to keep pace with the daily changes. But, remembering the saying my mother used to repeat: *What has been done, can be done*, I made up my mind to accomplish what at first seemed to me impossible, knowing that this had been done by one of my Associates. I am glad to say that although very difficult at first, it is becoming more easy every day and the easier it becomes the more interesting it becomes.

I believe that the accomplishment of one thing makes the next attempt seem less difficult, because we have more confidence in our ability. I feel that since I have begun to concentrate on my work and to look forward to preparing myself for the future, I can look at things with a broader vision and grasp them more clearly and easily than ever before.

Every man at some time in his life has to pass through such a stage of mental development and growing maturity, and it is like going from darkness into light. The decision lies with him, whether his life is to be a failure or a success.

Hanford, Calif.

ANDREW HAYNES

## What's a Penney Man?



A Penney man is a man too strong  
To do another fellow wrong,  
Who loves his country and his home,  
And doesn't live for self alone.  
A Penney man is a man of truth,  
Of character, of brain, of youth,  
Whose creed he practises, you'll find,  
It's just the art of being kind.  
So now my friend perhaps you know  
What makes the Penney family grow.

## CONCERNING CORSETS

(Continued from preceding page)

make proper display of the curves of the human form divine, as she has done from time immemorial and the larger portion of women must have corsets for this purpose.

### MARKS OF THE PERFECT CORSET

DO YOU know that the difference between single and double boning can be determined by the purchaser only through difference in service? Brass skirt hooks cost nearly double the price of steel, but you can tell the difference only by wear or by a magnet. Eyelets are bought by the pound and come in various weights, yet the weight of the eyelet is reflected in the value of the goods.

The life of a corset is largely determined by the weight of the inter-lining, which prevents the boning from wearing through. Our ideal will not permit us to rob a corset of these hidden values for the sake of appearance.

Our corsets see the light in a factory designed and built purposely for corset making, and so equipped that highest values of goods can be produced at the lowest possible cost. The firm also is no less alive to human values, and every comfort is provided for the operators.

which had been prepared by Mr. Gloyd and Mr. Hughes were read and unanimously accepted.

We have found it a splendid idea to have a list of questions prepared for each of our meetings. The following was prepared for this meeting:

1. How shall we handle a customer who refuses to talk?
2. How can we decrease the returned goods nuisance?
3. What special thing can each of us do to promote the neatness of the store?
4. What is the purpose of the duplicate sales slip?
5. What can you suggest to make effective the store advertising?
6. Have you any suggestions as to display of merchandise either in the windows or inside the store?

The subject of Rubber Goods and Rubber Shoes was discussed by Mr. Gloyd. A paper on the Manufacture of Laces was read by Miss Humphrey. Then followed an ever interesting feature of our program, Mr. Weber's talk on Salesmanship with a chart analysis. His remarks were based on the three factors in Scientific Salesmanship: First, Know yourself; Second, Know your customer, and Third, Know your goods. We look forward to these meetings with pleasure, and especially to this series of talks by Mr. Weber.

It was moved and seconded that a letter be drafted and sent to Dr. Short responding most heartily and enthusiastically to his suggestion for a more intensive selling campaign. This motion was carried unanimously. Mr. Hughes and Mr. Weber were delegated to prepare a letter assuring Dr. Short of our best efforts.

MISS PEARL HUMPHREY, *Sec'y*

#### MANDAN, N. D.

OUR first store meeting was opened by our manager, Mr. Mohr, on October 4th, 1920.

The election of officers was the first order of business: Mr. Hearl was elected President; Miss Davis, Secretary and Treasurer.

The naming of the Club followed: All voted in favor of The Beat Yesterday Club.

After a very interesting talk on Salesmanship by Mr. Mohr, an article from THE DYNAMO on The Game of Getting Ahead, written by Dr. Short, was read by Mr. Smith.

The meeting then adjourned to November 3rd.

ALBERTA DAVIS, *Sec'y*

\* \* \* \* \*

"No profit goes where is no pleasure taken."—Shakespeare.

\* \* \* \* \*

"Be great in act as you have been in thought."—Shakespeare.

## Our Corset Factory

### THE REASON AND THE RESULT

THE reason for our venture into corset manufacturing was largely due to our inability to secure deliveries in a reasonable time.

With this idea in mind the question of location was one of the first importance. Cortland, New York, was selected for the reason that Cortland and its drawing vicinity has been a corset manufacturing center for nearly a half a century. It is not uncommon to find here, daughter, mother and grandmother working together in the making of corsets.

A three story and basement brick building with 8,600 square feet of floor space was secured, put in first-class condition, equipped with modern machinery and opened with a force of thoroughly experienced operators.

Our line was designed by one of the most able designers and every model fitted and checked up before a corset was cut and put into the works. The trade mark Lady-Lyke has been adopted for all goods made in our own factory.

Our cutting is done by laying out 48 thicknesses of cloth on a table 44 feet long. The patterns are made of metal held down on a clamp operated on a track. A very keen edged knife is passed around the patterns, producing enough of that particular section for two dozen corsets. The other sections are cut in turn and then enough of each to complete one package or two dozen corsets, are tied together. The goods go into the factory in this way, in lists of 50 dozen of a style. In this way our machines run a complete list without change. They pass on through perhaps

30 operations depending on the style of the corset before they are ready to ship.

The needs of our many stores are so nearly the same that instead of making 150 styles as is the common practice, a smaller number is sufficient. Furthermore, we believe that by concentration on a limited number of styles suitable to our needs, with which operators can become familiar, production could be increased, workmanship improved and goods produced at a minimum cost.

This starting the first J. C. Penney Company factory puts our Company in the position of the young man who has just donned his first pair of long trousers. There is a lot of responsibility connected with both operations. And we want to say right here that we are straining a point to put the maximum of value in every corset that leaves this factory, we believe that if a hose supporter three inches long is too short to put on the hip of a corset selling at \$36.00 a dozen, that it is also just that much too short to put on a number selling at \$12.00 a dozen, and that the goods are judged by the service they render as well as by their attractiveness when sold.

We believe that one corset in one of our stores is worth two on order, that one in the window is worth even more, and that immediate deliveries will more than double our corset sales.

We want you to feel that this is your factory and that our aim is better corsets and better corset service. We want to work with you rather than by ourselves. We are only the pitcher, without your support we cannot score.

G. H. CROCKER, *Manager*



Interior, Third Floor, Sewing Room

# OUR NEW RESPONSIBILITY

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THE remarkable growth of our Company during the past twenty-five years has been largely due to a strict adherence to the elimination of waste, the practice of self-denial and a willingness to serve. We must not permit ourselves to forget these factors in our success, for it is only by continuing to apply them conscientiously that we can hope to meet our new responsibilities during the next twenty-five years.

—WILK HYER

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OUR Founder originated our Institution not through favorable circumstances nor by Fortune's lucky chance. He had an idea which he energized. He worked and It worked. A man combined Ideas with Energy to bring about a marvelous result.



Shall we endure through the next quarter of a century? Will it be a profitable experience? Yes, if underneath the external greatness of the Enterprise are MEN energizing Ideas.

Not in money is our hope—  
But in MEN

Not through favorable circumstances shall we endure—

But by MEN

Not in large numbers of stores is our strength—

But in MEN.

—LEW V. DAY

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WE are launched on this, the celebration of our Silver Anniversary, aware that our mills must grind with the waters that are yet to come over the dam and that the waters which have passed over it are gone forever.

Much is expected of those who have an enviable record of past performances. Great, then, are our responsibilities to this Company of which we are proud to be a part, to the communities in which we serve and to the lives that will be affected by what we make of our own.

—G. H. CROCKER



TODAY we stand on the threshold of a great opportunity. Our preparatory days are over. Until now we have merely been undergraduates in the great school of business. From now on we have an important part to play in the world of Big Business. A new and larger responsibility rests upon our shoulders.

With a greater spirit of service and a fuller recognition of our obligation to the public, let us step over the threshold into a new era, another quarter of a century of devotion to the highest business ideals.

—D. G. McDONALD

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THE interesting fact about a growing business is that it is constantly turning up new problems for consideration.

Problems rightly solved are the basis of all business expansion.

Problems neglected and unsolved are the causes of business failure.

We have come thus far—that is, to our Silver Anniversary—safely and with success, because we have met squarely and considered as adequately as our power and judgment have permitted, the problems of a quarter of a century.

Let us go on in the same simple way, meeting the problem in hand and doing what requires to be done. Let us not pitch our tents too far in the future, for our task and our responsibility lie near at hand.

—ROY H. OTT

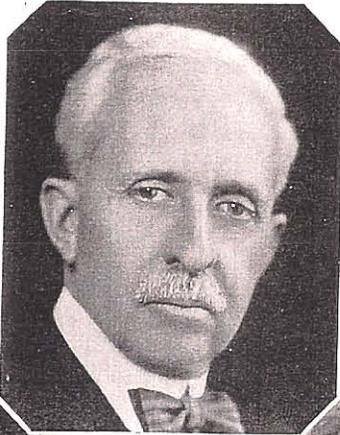




**E. C. SAMS—President**  
Born—Simpson, Kansas



**GEO. H. BUSHNELL**  
Born—Toledo, Ohio



**JAMES C.  
PENNEY**  
Founder  
Chairman of  
the Board  
Born—Hamilton,  
Missouri



**J. I. H. HERBERT**  
Third Vice-President and Treasurer  
Born—Union Star, Missouri



**WILK HYER**  
Born—Lake Spring, Missouri



**WALTER REYNOLDS**  
Second Vice-President  
Born—Chchells, Washington



**ROY H. OTT**  
Born—Gasco, Kansas



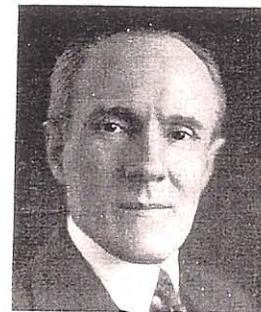
**LEW V. DAY**  
First  
Vice-President  
Born—Roodhouse,  
Illinois



**EARL A. ROSS**  
Born—Clearwater, Kansas



**G. H. CROCKER**  
Born—Berlin Heights, Ohio



**L. A. BAHNER**  
Secretary  
Born—Sedalia, Missouri

**DIRECTORS**  
of the  
**J. C. PENNEY**  
**COMPANY**  
*Incorporated*



J. C. PENNEY  
*Chairman of the Board*



E. G. SAMS  
*President*



GEORGE H. BUSHNELL  
*First Vice-President*



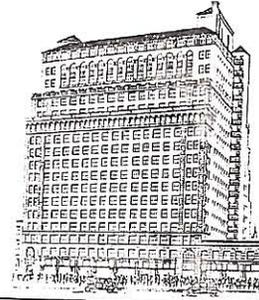
J. M. McDONALD  
*Second Vice-President and Merchandise  
Manager*



J. I. H. HERBERT  
*Third Vice-President and Treasurer*

## OUR NEW BOARD OF DIRECTORS

Elected at a Meeting of the  
Stockholders March 8th, 1926



WILK HYER  
*Buyer, Department F*



D. G. McDONALD  
*Buyer, Department C*



GLEN G. WHITE  
*Real Estate Department*



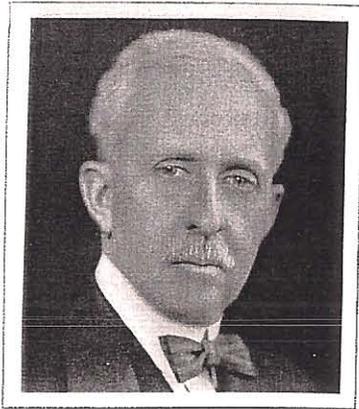
ROY H. OTT  
*Personnel Department*



LEW V. DAY  
*Personnel Department*



G. H. CROCKER  
*Crescent Corset Company*



**JAMES C. PENNEY—Founder**  
Chairman of the Board  
Born—Hamilton, Missouri



**E. C. SAMS—President**  
Born—Simpson, Kansas



**GEO. H. BUSHNELL—1st Vice-Pres.**  
Born—Toledo, Ohio

**DIRECTORS**  
OF THE  
**J. C. PENNEY**  
**COMPANY**  
INCORPORATED



**WILK HYER—Director**  
Born—Lake Spring, Missouri



**J. M. McDONALD—2nd Vice-Pres.**  
Born—Kingston, Missouri



**D. G. McDONALD—Director**  
Born—Kingston, Missouri



**J. I. H. HERBERT—Treasurer**  
Born—Union Star, Missouri



**LEW V. DAY—Director**  
Born—Roodhouse, Illinois



**G. H. CROCKER—Director**  
Born—Berlin Heights, Ohio



**L. A. BAHNER—Director**  
Born—Sedalia, Missouri



**ROY H. OTT—Director**  
Born—Glasco, Kansas