



INTRODUCTION

This book is prepared in the interests of the Staff of the Retail Stores of The Sherwin-Williams Company. It contains practical information about the Company's policy in connection with the Stores and suggestions through which we desire the Store Staff to be guided if we are to succeed.

It is expected that the Manager shall familiarize himself with its contents and that he shall see each one of the Staff is conversant with every portion of it relating to his end of the business. Where this is done there can be no excuse on the part of the Manager or employee for not being familiar with the Company's policy.

A Manager or clerk who has his or her heart in the work of making their Store the success we expect, can, by following closely the ideas herein expressed, develop as rapidly as is their ability to interpret, express and put into action the suggestions put forth in this book. When that is done, it will reflect greater credit on themselves and the Company and result in more profit to both.

We are brought face to face with increased expenses each year and the only way we can meet them is to increase the business, thereby reducing the percentage of expense to sales and still maintain the net profit. We must, therefore, hold our old customers and secure new ones. This can only be done by satisfying all of our customers so well that they will go out of their way to do business with us, where we are sure they will feel more is received for their money than can be secured elsewhere.

THE SHERWIN-WILLIAMS CO.
RETAIL STORE
HOOVER, ILL.

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Chicago, Ill.



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Number 2

The S-W Code of Principles

At the banquet of the 40th Anniversary Convention held in Cleveland in November, 1906, Mr. Walter H. Cottingham (then Vice-President and General Manager, now President of the Company) presented a comprehensive statement of our high aims and purposes. This was adopted as our code and if you strive to live up to it you cannot help but derive benefit from the effort.

*"Make the most of the business by
making the most of yourself."*

- 1 To win on our merits.
- 2 To be the best and largest concern of the kind in the world.
- 3 To be broad and liberal as well as aggressive in our policy and methods.
- 4 To take a pride in our institution.
- 5 To be loyal to the Company and to each other.
- 6 To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
- 7 To strive constantly for the improvement and advancement of the business and ourselves.
- 8 To be considerate, polite and courteous in all our dealings within and without the Company.
- 9 To be high toned in everything, everywhere.
- 10 To grow in knowledge and character as well as in size.

*Merit begets confidence,
Confidence begets enthusiasm,
Enthusiasm conquers the world.*

Organizational

It is the aim of the Company to have all its Stores in all their details of efficiency. Have your staff efficient and accurate work.

Our Stores act as the Company's eyes and ears. Everything should be done in the relation between the agents and the Store in addition to the through your Store for our benefit.

Be as obliging to the Company as you are to your locality as you are to your way to develop their business. Such quarters helps you factory in its output and low by which all benefit.

We are continually on the lookout for and enthusiastic men—men of organization. The young men and develop are the ones who the responsibility will rest on.

People get out of any business and if they work with that price in the way of sacrifice is nothing in the world to be are the kind we endeavor to any Manager to develop women who can be used in a

Keep constantly before you and ideals and be loyal and those with whom you Sherwin-Williams Employee

The Man Behind the Counter

Number 4

"Knowledge is power." Know your line thoroughly, know your prices and know where the goods are located in the Store so as to avoid confusion.

Be quick but accurate and see that all the wants of one customer are attended to before waiting on the next. Suggest different products for different purposes. If a customer wants some Lawn Furniture Enamel, inquire about the flower boxes, the porch floor, etc.

It is surprising how few people realize the old stove or stove-pipe can be made to look new by an application of our Stove-Pipe Enamel. Learn of all the products for the home and know how to present the right product for the right purpose at the right time.

Remember eight out of ten people who are going to do a little job of painting need a brush.

Give the customers the same attention you would like to receive if you were making purchases.

Avoid mistakes so far as possible. When they occur, rectify them immediately and with apology.

Keep in touch with the markets through your daily papers and trade journals. Keep posted on everything pertaining to the business. Better posted—better paid.

Never purposely disappoint a customer. When promises cannot be met, advise the customer through the mail, by telephone or in person.

Always see your customers are satisfied before leaving the Store. The news from a dissatisfied customer travels much faster than from a satisfied one. Always give your whole attention to the customer whom you are serving. Someone's eye must always be on the front door, and when a customer enters let them see you are on the way to meet them. Never allow a customer to wander around before having attention.

The Man Behind the Counter (continued)

Salary increases come from increased business and profits—get the business.

Show the same courtesy to anyone coming into the Store to make inquiry as to depots, street cars, etc., as you would to one of your own customers. The inquirer may be a future customer.

Always keep a supply of stamps on hand—a good thing to bring people into the Store.

See that your clock keeps accurate time and is always correct; also, hang it so it can be seen from the street. People go out of their way to get the right time, especially so when they can depend on it.

"Thank you" is compulsory in one of the big chain stores.

Never make a statement unless you are positive—find out. The customer never objects to waiting, but does object to being supplied with false information. Assume nothing—make sure.

Women customers like to have deference shown them—some expression of interest, but do not do so to the urging point; simply encourage their interest. One never knows how far he can go until he tries.

Never greet a woman customer with "Can I show you something," or "Yes, ma'am." Rather begin with "Good morning" or "Splendid weather for painting, is it not?" Get her in a cheery, receptive mood and show by your manner you are there for service as well as sales.

You are the expert, so do not ask the customer too many questions—tell them something.

The real test of the paint and varnish merchant is to get the money in the cash drawer—have this constantly in your mind.

*The Man Behind
the Counter
(continued)*

No matter how busy you are, take a second to inform a customer—"I'll be with you in a few minutes."

Sell customers something besides what they ask for. It's no trick to sell them something they want—that's simply waiting on them.

Give the same attention and treatment to the shabbily dressed as you do to the well dressed. They may have their money tied up in houses, which need painting, instead of clothes.

Keep away from arguments with customers and avoid contradiction.

In order to have your time your customers', ask your personal friends not to call during business hours. Look upon a customer not as a shopper giving you "something to do," but as a guest giving you an opportunity to show what you can do.

When wrapping packages for customers, be sure and do them up as neatly as possible. Fold in the ends of the paper and arrange the package so that it can be carried by the string.

Always keep an assortment of enclosing slips near by and include one in each package.

If packages are to be delivered, use the same care in packing. Have the address slips carefully and neatly addressed.

When making shipments to Division customers, the boxes should be stenciled and marked with the same care used for your own customers.

Character

Mr. Cottingham in "Business is but a means to an end" says: "unqualified success in business is fame, yet his life may be a failure."

"The test of a successful man stands at last before his Master. What counts then is character. What have you left. Character is formed by conduct. Conduct and habits are acquired by action."

"Everything we do, good or bad, is character. We are growing worse. The great thing is to go in the right direction."

One of the greatest helps to success is to acquire good habits. Guard your side business hours for the greater degree in the Store.

Courtesy

Webster says courtesy is kindness. In these days of competition to see a customer going out where this element is predominant the best of everything in me is politeness. If politeness is lacking, the Store will not be very long.

Practice courtesy among yourselves wherever you are—make it a must feel courteous. You must be courteous. Feel kindly towards one. Forgive freely and never

*Courtesy
(continued)*

Everyone has his "off days" and one is apt to get upset easily, but remember the other fellow may not be feeling just right either, a slight on your part may be construed by him as a discourtesy, while it is only a result of your mind and not your heart.

When you run across customers who are unreasonable or impatient, it may be their "off day." Meet them with reason, patience and courtesy and in doing this kindness you will go a long way toward adding a solid, dependable customer to your business. Radiate happiness, sunshine and good cheer.

Personal*Number 7*

No matter how clean a person may be otherwise, if not shaven he presents an untidy appearance. The Manager shall, therefore, see that any employee who does Store duty, attends to this part of his toilet as frequently as is necessary.

Be sure your linen is not soiled or your hair mussed up. Finger nails should always be kept clean, shoes polished, and clothes brushed. These make the impression on the customer. Every one likes to be attended by clean salesmen.

It's not in keeping with good manners to walk around the Store wearing your hat, and certainly not polite to wait on a lady customer wearing your hat or without wearing your coat. If necessary to work with your coat off, have it near by where you can put it on quickly.

Where names of women customers are not known, never use the word "lady." Always address her as "Madam."

Humming, whistling, usually be dispensed with customers. Our Store is no exception.

We want to make the for our employees and customers do their share in making it both.

Care of Store

From the very start of insisted on cleanliness and taken up his work feel this as ever. We are proud of this respect, and we want not more so in our Stores.

The fact that you have dirt and disorder. More when things are kept in a systematic manner. A place thing in its place.

Nothing looks so bad as but a well kept, neat and place in which to do business well as to recommend the place.

The Manager should inspect each morning as well as keep until the employees are trained must be kept. A careless Managerless employees.

*Number 9
Windows*

Some one should be designated to wipe off the windows first thing in the morning and again at noon. Fingermarks on the outside and dust on the inside can be eliminated with such attention. This should be done immediately after sweeping the sidewalk.

*Number 10
Inside*

All shelves should be dusted or wiped off and stock neatly arranged first thing in the morning. Fight dust in the Store as the women folks do at home.

The floor should be swept as many times during the day as is necessary.

All surplus oil and grease should be cleaned daily around the drip pans of the tanks, and particularly so around the nozzles. If there is any brass on these or other fixtures, it should be polished each day.

Empty bottles, cans, loose packing utensils, including boxes, sawdust, excelsior, straw, etc., should be neatly arranged and in order at all times.

Any cans with torn or soiled labels should be set aside. New labels should be ordered and cans put in good shape before offering for sale. Everyone hesitates about taking old-looking goods even though they be fresh in stock.

There should be no dull days in the Store. There is always plenty to do. Everyone should always make the most of their time.

*Number 11
Lights*

Each employee should be as particular about turning out unnecessary lights in the Store as at home. Managers should check this up at all times and impress careless employees as often as necessary.

Turn off the light is a good Store slogan.

General

Good judgment and a little diplomacy will make arguments unnecessary. Go out of your way to satisfy a customer who has a complaint of any kind. Remember you are serving the best interests of the Company, the Store and the customer whenever you use discretion, dispatch and efficiency in handling a ruffled customer or any kind of a "trouble member." They happen in the best of concerns—let's not dodge them, but meet them, fairly and squarely, whether they are justified or not.

Everyone is entitled to his belief in politics or religion, but the Store is no place for discussion or arguments either between employees or customers. This must be strictly adhered to by all.

Our employees are strictly prohibited from using profane or obscene language in the Store.

Stories or jokes of an unclean character will not be permitted. It's a good plan to put this rule into effect even outside the Store and business hours.

Liquors or alcoholic beverages must not be brought into the Store by either our employees or customers, and anything like disorder in front or behind the counters must be rigidly discouraged.

Intoxication of our own employees is as good a reason for dismissal as dishonesty, whether it be the Manager or the extra clerk.

*Number 12
Arguments*

*Number 13
Politics and
Religion*

*Number 14
Profanity*

*Number 15
Intoxication*

Number 16
Attendance

Each employee is expected to report promptly at the hour assigned and continual tardiness or frequent absence is cause for dismissal. When necessary to remain home on account of illness, notify someone in the Store as promptly as possible.

Number 17
Vacations

Two weeks' vacation is allowed with pay to regular employees who have been in the employ for one year or more. One week's vacation is allowed regular employees, who have been in employ for six months up to one year.

These must be arranged through the Manager so as not to interfere with the Store's efficiency.

Under no circumstances shall the cashier and the Manager be away at the same time.

Number 18
Smoking and Matches

We insist on no smoking, chewing tobacco, or any other objectionable habits during Store hours. There is always a chance for fire where smoking is going on, and we want to eliminate this risk so far as possible.

Use only safety matches in the Store.

Number 19
Misrepresentation

Every article should be sold on its merit and what we claim for it on the label or in the printed matter. There is positively no need for misrepresenting our goods. We spend thousands of dollars every year experimenting and perfecting our line, and there is no guesswork on what we claim for the goods.

Rather than make statements which we know would be backed by the goods under certain conditions, we prefer to underclaim so as to be on the safe side.

Number 20
Names of Customers

Most customers paying cash cannot understand why we wish their names and addresses. These should be secured, however, in a polite way, but never insisted upon to the extent of provoking the customer. These are the sort of customers you want to encourage to visit frequently, as well as their friends. If they make objections to furnishing their names, tell them we send out painting and decorative information from time to time, and know they surely would be interested, or tell them we like to follow up the use of our material and would be glad to call and see that the purchase lived up to the reputation we claim. A good salesman will most always secure the name and address of a cash customer.

The employee who can greet the customer with a cordial "Good morning, Mr. Green," goes a long way toward cementing relations between the Store and the customer.

We are all better pleased when people remember our names; it makes it more personal and creates a better feeling.

Number 21
Reprimands

The Manager or the person in charge during his absence should never reprimand any employee for anything within the hearing of customers. Best results in this connection are secured with a private interview.

Employees must not construe this to mean they can impose upon customers, for in such cases the Manager or one in charge should offer proper redress, and apologize to the customer for our employee's forgetfulness of our policy.

Do not discuss our troubles in the presence of outsiders.

*Number 22
Lost and Found
Articles*

The taking of rewards for the safekeeping of anything found or left by mistake in the Store is positively prohibited.

We do not place any premium on honesty and when customers find this out, it only makes the staff that much stronger in the community.

*Number 23
Articles for
Safekeeping*

Parcels, suitcases, umbrellas and such articles belonging to outsiders are left at our Store at their own risk, and persons must be informed so at the time the property is received. We are anxious to be of any assistance we can in accommodation of this sort, but only at owner's risk.

*Number 24
Preference to
Customers*

Personal friends among customers is a valuable asset, but not when it is carried to the extent of slighting one customer, who is not known, for one who is known. We want our customers to feel when they enter our Store, they are assured of attention and service noticeably different than that of other Stores.

When waiting on customers never leave the impression you are in a hurry to get rid of them. Stay with them until you are sure their wants are all taken care of, including suggestions on your part for some things they may have overlooked.

Do not ask a lot of foolish questions, but show your goods in such a way as to inspire interest and sale.

*Number 25
Telephone
Orders*

There is nothing so aggravating to customers as to call on the phone and be referred to half a dozen people before their wants are taken care of.

Be sure that the person answering the phone is posted, or if it is necessary for some employee to answer who cannot give reliable information, they should be posted as to what to say.

In all cases answer the signal promptly by saying "The Sherwin-Williams Store talking" — "just a second, I'll call Mr. So-and-So to handle your order." Then there should be no waiting, but whoever is called should answer promptly.

Always have a pad and pencil near the phone and write down the order, name and address; do not leave it to your memory. Oftentimes things may be said directly to a person without offense which over the phone would be construed quite differently; on that account be extremely careful of your phone conversation.

Make your customers feel we are glad to have them use your telephone. This is a service appreciated by anyone.

*Number 26
Employees'
Loans*

Any advances on salaries to employees will be referred to the District Manager by the Store Manager for his approval. The funds will be sent by the District Cashier.

At the end of the month the Store Cashier will make the deduction from the amount due the employee and remit the amount direct to the District Cashier.

Where larger accommodations are necessary or for a longer time than one month, they should be referred to the Manager of the Retail Sales Department through the District Manager.

Competitions, T-N

Number 27

As competition is the life of trade so it is the life of all of us and every man with any sort of ambition desires to make his work count and be known as a winner. We cannot all be winners at the same time, but we can through friendly competition give the best that is in us and make records of which we will be proud.

Competitions of various kinds with special prizes are introduced from time to time in addition to the regular Top-Notcher Competition, and it is presumed each Store Staff takes more than just passing interest in them in order to make them worth while.

Managers should secure the hearty co-operation of all their Staff, make them feel they are a part, and, as it is so, an important part in keeping their Store in the front ranks of the race. Have them familiar with the details from every standpoint so assistance may be given when otherwise it would not.

The Top-Notcher Competition is designed particularly to produce the spirit of striving in each and every one of you, and to make your work count for the most. It enables those at Headquarters to better size up those who are doing the best and opens the doors for advancement. One of the Company's slogans is "Records are only made to be broken," and when that is kept well in mind together with thoughtful, conscientious work centered on all the captions in the competition, and with every one from the Manager down to the delivery boy exerting himself to the limit from the beginning of the year to the end, it's bound to bring results.

Remember, it's results that count.

Be a winner—do your work a little better than it was done before or at least as well as is possible for you to do it.

Bonuses

Number 28

The Company offers bonuses as an inducement to Managers to increase their net profits. They participate in these net profits after a deduction amounting to seven per cent on the capital has been made.

The extent of their participation is decided on by the Board of Managers by a certain percentage, which at present is six per cent. For example: A Store capitalized at \$20,000 makes a net profit of \$10,000. Seven per cent of the capital equals \$1,400. This is deducted from the net profit and leaves \$8,600 in which the Manager shares to the extent of six per cent or \$516, the amount of the bonus.

Estimates

Number 29

An estimate is placed on the Store each year covering sales and expenses after a comprehensive review of the details has been made.

This forms part of the Top-Notcher Competition and is decided on by the Store, District, Retail Sales and General Managers. Our aim is to show all fairness in arriving at the conclusion and when it has been passed and accepted, we insist that all strive to make their estimate.

Profits

Number 30

One of the strongest points of any good business man is his ability to show a net profit at the end of the year for his efforts. Many a concern which was doing a splendid business has failed. The management failed in the real test of selling its goods at a profit.

The Manager should always make his sale price high enough to allow for his cost of doing business, plus his profit. On some lines it must be higher than others to take care of the low gross profit on such lines as Lead, Oil, Turpentine, etc. Be a profit maker.

Number 31

A greater sale volume without increased expenses or investment gives you a greater turn on your capital and results in a greater net profit.

Purchasing

Number 32

¶ In a large measure there is a good quantity of truth in the statement "Well bought is half sold," and sometimes there is more money to be made in the buying than in the selling end. One of the first things for consideration is—are the goods needed or not. No matter how carefully the goods are selected, if they are not needed, they are a burden to the Store in the way of expense of Store maintenance. They usually produce an accumulation of what is sure to be dead stock. Keep the stock always down to the lowest possible investment, and turn it as many times as you can.

It's a fine thing to have a goes up, but a mighty poor decline comes. You cannot when the decline comes, I can keep it to the minimum the fellow who has bought h

Trucks, Autos,

The Manager should inspect his charge. See they are kept in good shape. They must make a good appearance. It's better to have the car in good shape to load on at one time and pass inspection.

Make sure our standard is high and if we have our signs on the wall, we can see the owners are impressed with the good shape.

Have everything kept in

Expenses

These form a substantial part in success or failure of the Store. Experience has shown that it is possible to have a fair turnover, stocks in order, good sales with a fair gross profit, but the net profit has been wiped out on account of poor judgment used in controlling expenses. On the other hand we have found Stores where many things were not up to standard, but the expenses were carefully guarded, which resulted in a net profit.

Some things in themselves look small—and really are—but when one becomes lax and allows a multitude of these to creep in, the total at the end of the year represents a large amount. Therefore, nothing should be purchased without the Manager's approval and even then after careful investigation. Be more than particular of all items under five dollars. Eliminate everything that is not necessary.

Owing to various conditions in different localities it is impracticable to arrive at any definitely fixed percentage as the cost of doing business.

For example: high rents in large cities compared with low rents in smaller cities, quick delivery system in cities extending over a wide area compared with one with a great deal less, and many other like comparisons make actual comparisons impossible.

In order, however, to give you some idea of what can be obtained, we print here two examples of actual figures covering one year's operations—No. 1 with a sale of \$59,300 from a city of 60,000 and No. 2 with a sale of \$61,855 from a city of 500,000, as well as No. 3 which represents a fair spread of 20 per cent to a sale of \$50,000.

	No. 1	No. 2	No. 3
Sales.....	\$59,312.00	\$61,855.00	\$50,000.00
Service.....	8.0	10.5	10.00
Traveling.....		.7	.6
Advertising.....	.5	.31	1.5
General Expense.....	4.0	4.14	6.0
C. & A.		.38	.2
Stationery.....	.2	.35	.2
Stamps.....	.11	.38	.5
Cartage.....	1.5	2.26	2.0
Discount Allowed.....	.01	.87	.5
Interest.....	.01		
Suspense.....	.02	2.53	1.0
Total.....	14.35	22.45	22.5
All Credits.....	1.15	3.13	2.5
Net Total.....	13.2	19.32	20.0

*Number 34
Service*

The Manager should keep a close watch on this expense—see that the Store is not over-manned. Never see how much you can get an employee to do, but always see that he does his best. Extra employees should be engaged when necessary and their services should also be discontinued at once when you are through with them.

*Number 35
Allowances*

Most successful Stores assume the customer is *always right* and make allowances rather than have arguments and lose the good will of the customer. Each case must be handled intelligently and with good judgment.

*Number 36
Clubs,
Societies, Etc.*

The expense of these, i. e., memberships and dues are to be eliminated entirely with the exception of Credit Societies, and even these must have full approval from Headquarters before joining. There is no objection on our part to any member of the Staff taking out individual memberships, however, and maintaining them at their own expense.

*Number 37
Donations*

One of the regulations passed at a recent Managers' Meeting was to the effect that no donations of any kind should be made without the approval of the Store and District Manager. There are times when it's good policy to make donations of some kinds, but a majority of them can be eliminated.

*Number 38
Special
Delivery*

Cities in which our District or Headquarters are located have frequent mail deliveries during the day. Special delivery stamps in such places are a waste. Better time, however, can be made by a study of the departure of trains from your locality to the cities you are in touch with through correspondence.

*Number 39
Telegrams and
Long Distance
Phones*

Discourage the sending of telegrams and using the long distance phone except in very rare and exceptional cases. Telegrams are usually held for the confirming letter in order to secure all details and the money is wasted. Mail from our Stores generally is delivered the next morning, and gets just as much attention as a telegram or phone call received late in the afternoon.

*Number 40
Entertaining
Customers*

There is no place in a retail store for any such expense as "entertaining customers." There is no reason why you should have such expenses any more than your grocer, butcher or druggist, for we give just as good value as any of them.

*Number 41
Stationery,
Advertising,
Etc.*

Printed forms, advertising, wrapping paper, etc., all cost money and extreme care should be taken to avoid waste. All stock not in immediate use should be carefully wrapped and kept in a clean place. A systematic record should be kept to insure having ample, but not overstock, at all times.

*Number 42
Cartage*

Unless the Manager takes an interest in this end of the business, assisting the delivery man, the expense will be considerably higher than it should be. Lay out the trips—watch the overloading of the machine. Inspect the car often—see it is cleaned and polished as well as being kept well oiled. Avoid quick stops, which ruin tires. If much outside carting is to be done, arrange a contract with a good teamster after getting competitive prices.

Frequently money can be saved by sending a boy on the street car with a small delivery for a long distance rather than sending the machine.

The deliveryman should have the same pride in his work of holding expense in line as the Manager. Suggestions should be encouraged from him.

*Number 43
Deliveries*

The customer may be convinced of the merit of the goods. A splendid impression may be had of the high type of the Store and employees and all may be lost if you fall down on delivery promises.

Nothing provokes a customer or brings on a lack of confidence in the Store than to fall down on delivery promises. It's much better to tell the customer the goods cannot go out until a certain time and keep your word than make promises you know cannot be kept.

Prompt service, of course, is the reputation you desire, but do not sacrifice your reputation in an attempt to make prompt promises unless you can live up to them.

Number 44 Discounts

Discounts taken on purchases is a wonderful help in reducing expenses, but when your capital is tied up in large overstocks, these discounts are lost. Two per cent cash discount on \$30,000 purchase represents \$600, enough to pay the services of one \$50 clerk for a year.

Watch your discounts.

Credits and Collections

Number 45

"Prompt payments make fast friends" is an old adage, and the efficient Store Manager is the one who has a large volume of sales converted into the highest percentage of cash in the shortest possible time.

The payment of the account is after all the most important part of any transaction. This should, therefore, be kept in mind at the time of the sale. Cash over the counter business is most profitable. It converts your merchandise into cash immediately and gives you available funds to purchase more goods. It enables a Store to turn its cash capital the utmost number of times, eliminates carrying risk, saves bookkeeping, mailing of statements and making collections, all of which involve time and expense.

When sending out statements or other mail to customers, always include an enclosing slip. Keep a supply on the bookkeeper's desk and insist on their being used.

Never encourage small purchasers to open charge accounts. When they are not in funds, send the goods C. O. D. Oftentimes the expense of handling a credit is greater than the charge transaction. When credit is necessary or desirable, follow the rules of the Company as to preliminary investigation, the assigning of limits and the following of collections should all be in accordance with Treasurer's Bulletin No. 264.

Credits and Collections (continued)

An understanding should be had with all charge customers as to a reasonable credit limit and should this be exceeded, security in some form should be demanded or payment secured. Most losses are traceable to carelessness in extending credit and laxity in following collections when due.

Terms

As far as possible accounts purchased during the month should be considered due on the first of the following month. Accounts of this character not paid by the 10th of the following month should be put in active process of collection by the use of the mails, telephone or personal solicitation.

Any account extended beyond this time must be religiously collected when due.

Never sell goods subject to completion of a building. Where extra time is necessary in very special cases something tangible should be obtained in the way of security.

Where larger credits are involved in big building construction or renovation, liens should be resorted to and should be filed within the time limitation according to law, if payments are withheld and no other form of security is held.

In all cases where accounts run thirty days beyond maturity, interest should be charged and made a part of the obligation.

Number 46

Number 47

Past Due Accounts

The Manager and Cashier should carefully go over this report and thoughtful study should be given to this danger signal.

Special attention should be given to clean up every name on the list before issuing the next report. Nothing is more important than cleaning up these delinquent accounts.

When customers fail or when such accounts become a year old, they should be eliminated from the live ledgers and carried to the Suspense or Black List Ledger. From there they should be followed just as diligently as before and pressure applied whenever necessary.

In cases of bankruptcy or receiverships, statements accompanied by sworn affidavits or proofs of claim should always be filed with the trustee or receivers.

Bank Accounts

Number 48

Managers should always endeavor to maintain a reasonable balance in their local bank. All checks received, also cash except that which is necessary for the drawer, should be deposited on the day they come in. Checks if received after banking hours should surely be deposited the following day. No checks should be carried in the cash drawer from day to day.

Number 49

Cash in Drawer

This should be restricted to only such nominal amounts as may be necessary for Store needs in making change or payment of nominal bills and expenses.

Cash should be balanced at the close of each day's business. No tickets should be carried as cash. This should be charged to regular ledger accounts daily as the money is paid out.

Advertising

Number 50

This is your "silent salesman" and as much or more attention should be given to its use as you give to the directing and training of your own live salesman.

In writing copy for newspapers, careful thought should be given to the copy and lay-out in advance of the ad. Don't leave it until an hour before it must be turned in to the printer. When work of this kind is left to the last minute, it does not do effective work and is a waste of money.

Frequently we see ads in the Winter calling attention to Screen Paint and paint for flower boxes, etc., entirely out of season. Give your ads a seasonable appeal. Do not merely fill the space contracted for. Have your ads stand out strong; use the Company's standard type always for the name and whenever possible have the Advertising Department at Cleveland prepare them. This is particularly requested on quarter, half and full-page ads.

Have your counter cards, display racks, color cards, booklets, etc., displayed so as to be most effective.

See that they are clean and present a good appearance. When they get soiled and are of no further use, order another supply to take their place. They are furnished free, so there is no excuse for not having them.

*Advertising
(continued)*

Displays not in use should be carefully and neatly stored away to insure their safe-keeping. Remember while there is no charge made on them to you, they cost the Company considerable money, and it is a reflection on any Store not looking after and taking good care of them.

See that any brass signs on the building are polished daily and always after a rain. Other signs on the building should be kept painted and made to look fresh at all times.

The signs on your trucks or wagons are an advertisement of the Store. See to it they represent the Store in every way.

Managers should not enter into any form of contract advertising without the approval of the District Manager.

The clerks in the Store should always be familiar with the ads appearing in their local papers as well as in the national magazines. When a customer calls for an advertised article and finds the clerk is uninformed regarding it, about the only impression left is that we are not on to our job.

Never miss the opportunity of having goods displayed in the window, which are advertised in the paper or magazine. That's your big chance to show the people in reality what they have seen in printed form, and is the connecting link to the sale.

Window Trims

As a Company is known by its men, so is a Store by its windows. A good live, up-to-the-minute staff in the Store will be reflected in the windows. It is the eye through which the public see you. If it is dirty, dusty and poorly trimmed, you are handicapped in selling

Number 51

*Window Trims
(continued)*

anyone interested even if they should come into the Store. If it is kept clean and neat but not changed frequently, the public pass you by because they get to know the Stores which show the same thing from week to week.

The Store, however, which has the windows washed each morning, wiped off during the day, dusted out, cleaned up and straightened up daily and trimmed with originality and differently from the other fellows' windows, is bound to attract favorable attention, which results in profitable business.

Never place soiled goods, hangers or panels in the window. That's the Store's dress suit, and unless it is slick and clean in every respect it would compare well with a man in a dress suit but with soiled linen.

Get the boys in the Store together when planning a window. Oftentimes the stockkeeper or even the deliveryman has ideas well worth while. Make a sketch of the trim with the finished idea in mind. This will save time when the actual work of trimming begins. Play up well to the center, make your heaviest display at that point whenever possible—use half round steps rather than square or triangular ones. Arrange the trimming so one can grasp its full meaning on the "go," but also set so as to give up freely all the details on close inspection.

Groups of displays arranged in concave or semi-circle are most readily grasped, and leave the strongest impression as this conforms to the range of the human vision.

Windows which have a top decoration as well as the bottom produce the best results.

When decorated backgrounds can be secured, they should be used. Always "stand the goods up" instead of having them "lay down flat." Many windows pro-

duce this effect. Pile up the goods in pyramids or semi-circles, or place them on racks up off the floor of the window.

Do not attempt to place all your Store stock in the window. How often we see such cases.

Attractive arrangement and plenty of thought combined with good taste in display signs makes the correct impression and produces the results. Quantity may impress, but not nearly so much as a well arranged neat, clean and attractive window.

Windows should be trimmed regularly. Have a definite day set for it, Tuesday at 9:00 a. m. Always pick out the day on which you are apt to be less busy than others. Every employee should know window trim day just the same as they do pay day.

Sales Promotion Department

Get acquainted with the Sales Promotion Manager at your District Headquarters. He's a busy man and may overlook you. See that he supplies you with the advertising features you are entitled to, such as window trims, signs, booklets, color cards, folders, enclosing slips, electros, letters, promoting campaigns, etc. He's the distributor of advertising in his District and you should keep in constant touch with him—let him know you are keen to use his Department and he will take personal interest in your Store.

Reports

The reports' scheduled to be furnished Headquarters and District Offices are of the utmost importance and special pains should be taken to insure their being correct in every detail before being sent.

Where information is likely to be asked on unusual items, see that full explanation is furnished at the time of sending, thereby saving unnecessary correspondence and delay.

Each Manager should make it his business to be thoroughly posted on every report, and should always initial the reports before mailing them to destination.

If at any time there are any of the reports which you do not fully understand or if you are unable to grasp intelligently all of the detail, take it up immediately with the District Manager or Headquarters, for otherwise we will assume you know them in full.

Discuss the reports frequently with the Cashier and have him or her take a pride in not only the neatness of the reports, but the despatch with which they are handled. Show them this reflects credit on them as well as the Store.

Take up in a careful manner the traveling expenses with the representative, the cartage expense, including auto expenses, with your delivery man, the packing and wrapping expenses with the clerks and any and all expenses which can be intelligently discussed with those who have a part in them with a view to keeping them in line. The Manager should do this each month—make it a part of his work as well as a part of the work of each employee. Be sure the attendance report is taken up weekly.

Any special reports asked for at any time should be taken care of immediately. Requests are never made for them unless we have some object in view. Prompt attention to such requests should always be given as it greatly facilitates their handling, for one Store failing to respond holds up the entire Consolidated Report.

Number 54

Accidents

Employees. In case of accident to an employee while in the course of his employment, render such first aid as necessary. If sufficiently serious, call in a competent physician and see that the injured person receives proper attention. The same day report case in full to the Assistant Secretary, Cleveland, upon "Report of Accident to Employee" (21 x 23) blank. Accompany report with letter giving further particulars. If injury very serious or fatal, telegraph Assistant Secretary, Cleveland.

Automobile Accident. Take number of other car, name of owner, driver and other occupants. Procure names and addresses of all competent witnesses. Make special observation of the entire scene of accident, and if necessary measure off how far from curb, etc., both cars were when accident happened. Note in a general way the name and make of and the probable damages to the other car. Notify immediately by telephone the Adjusting Attorney of your Automobile Insurance Company, whose name you have already received from the Assistant Secretary, Cleveland. (Such name should be inserted by you upon the margin of this page.) Tell Adjuster all you know of the accident—do not surmise anything—and let him take thereafter full charge of the affair. Send or take your car at once to a reputable garage, or preferably to the agent for your car and procure his estimate of cost of repairs. Report such also to Adjusting Attorney. The same day send the Assistant Secretary, Cleveland, copy of the report of accident you will have already filled out for Adjuster. He will supply form and copy. Accompany same with a letter, giving further data. If perchance you have mislaid the name of your local Adjuster, observe above

Accidents
(continued)

procedure as far as possible and telegraph Assistant Secretary's office, Cleveland, for Adjuster's name.

If employee or any person in your car sustains injuries, see that necessary medical assistance is provided, co-operating thereupon with the Adjuster. In case very serious or fatal, telegraph the Assistant Secretary's office, Cleveland.

Fire

At earliest possible moment, telegraph the Assistant Secretary, Cleveland, and your District Manager. The name will be wired of your Fire Adjuster and special instructions for your immediate needs. If you receive conflicting instructions, follow head office messages, which are paramount on all fire matters.

The National Board of Fire Underwriters demand the installation of a two and one-half gallon soda and acid fire extinguisher for every 2,000 square feet of floor space. We add three five-quart fibre pails full of fine sand for every 2,000 square feet as an additional precaution. Please see that you are so equipped and that such devices are full and in good working order at all times. Employees should learn how to operate a soda and acid extinguisher. Follow instructions on the extinguisher. Install the extinguisher and sand pails upon main aisles where most available for use—keep space clear in front of fire apparatus.

Be sure pavement glass bulls eyes or other openings to premises in street walk or elsewhere, are securely closed to prohibit entry of hot matches, lighted cigarettes and cigars.

Fire
(continued)

Prohibit the accumulation of more than one day's rubbish, as our greatest fire hazard is spontaneous combustion. Burn or have carted away all rubbish or sweepings, and particularly soiled rags, each and every day. Oily rags should be kept in top-covered cans. Have the nearest fire station telephone number posted prominently by your telephone.

Safety First

Number 56

ALWAYS BE CAREFUL. Make sure your elevator and automatic gates at every floor are in perfect working order. Prohibit passengers and employees from riding upon a freight elevator. Erect 20 x 49, thereupon. See that your passenger elevator is in absolutely perfect order. Watch that open stairways are properly guarded as well as trap-doors and hatches when open. Have any broken or defective steps in stair or board in floor replaced at once. Watch that warehouse or store trucks, traveling ladders, nail pullers, hammer heads and sundry other equipment are in perfect repair.

We are legally and morally bound to fully protect the public as well as our employees from injury while upon our premises or the ways adjacent thereto. In addition to all of the above, see that your street walk is in excellent repair and condition Summer and Winter, and in short, that everything is in A1 order and condition.

A Few Don'ts

Number 57

Don't allow your Store to become a hangout for do-nothings.

Don't gossip and keep others waiting.

Don't tell Store secrets.

Don't tie up your telephone with personal business.

Don't put off anything: "Do it now."

Don't imagine you are doing all the work yourself.

Don't encourage negative or non-constructive thoughts or expressions.

Don't be without a smile.

Don't try and do all the talking.

Don't do just the things you like to do, but like the things you must do.

Don't shake the baby's bank for carfare—keep within your means.

Don't let prosperity or success spoil you.

Don't take all the credit for the good things and none for the bad.

Don't visit places where you would not care to have your fellow employees see you.

Don't do things you will be ashamed of later.

Don't use anything but safety matches in the Store.

Don't get in the habit of continually borrowing money—arrange your finances so you draw a full pay on pay day. It's no kindness to loan money to a professional borrower.

Don't let any of your habits beat out your Savings Bank habit. The Savings Bank habit insures sound sleep, good digestion, cool judgment and above all, independence.

Don't use Company time for personal business.

Don't overlook keeping yourself in good health.

Don't run down the other fellow or his goods; if you don't know what to say, say nothing.

Don't evade the truth, that's the same as lying. Be honest.

Don't be a knocker—be a booster.