

## RETAIL SELLING AND STORE MANAGEMENT

uniforms is on sale, the salespeople are usually given anywhere from ten to twenty per cent. off on this class of goods.

Discounts, gifts, tokens, etc., may be considered by the management as part of the selling expense wherever they are given. Hence it is only a question of whether a store finds it more convenient to pay the salespeople in direct salary what they think is due them and what will bring the best results, or to pay a smaller salary and add thereto these special returns in various indirect forms.

**Security of employment.**—Security of employment is another thing that directly affects the quality of the services that salesmen give to the store. If a person knows that his position is reasonably secure and that he need not worry about finding another job, he is more efficient because he can give his complete thoughts to the business of selling. It is well known that the seasonal occupations that employ people for only short periods of time, have a lower labor efficiency than any other kind of work. It is not to be expected that a different result can be obtained from salesmen who would like to do their best but who do not know whether they will have their present positions next month or not.

**Promotions.**—Promotions when made from the ranks within the store help create a strong sentiment of good-will among salespeople in most cases. It is sometimes felt necessary to bring in "new blood" from time to time in the higher positions; but wherever possible promotions should be made from the ranks. "Of what use is it," so most salesmen think, "to give extra effort and service to the store if that effort will not be recognized and if some outsider is brought in to take the position up above?"

**Value of departmentizing.**—Every store where there are several employes would find it profitable to departmentize, if for no other reason than to give definite work and responsi-