

Each should have a particular part of the stock under his care. Poor clerks will ruin the best possibilities for a good business. Give them encouragement to do still more by increasing salaries, if they have proven worthy of it in the past. Have them introduce novelties and special lines in the few moments of waiting for change or parcel. It is surprising what a vast amount can be sold in this manner, and all of it an increase. Insist on punctuality, and either in person or through help engaged for the special work, have a general oversight of all transactions. Many small errors, which result in a large aggregate loss, will be avoided. This has special reference to a strictly cash business. Forbid idlers and idling both before and behind the counter.

DISPLAY.

Window display is important and direct in its results. The shoppers are at the door, and if it be attractive makes them buyers. Tickets with prices and cards, with particulars of the goods, attract attention, and necessitate stopping to read. They add weight just as the signature to a bond makes it valid. Try to convince the public that you have a complete range of whatever you display. Place the goods so as to catch the eye of one who is hurriedly passing. The interior of the store should have various goods exhibited. It is imperative that they be free from dust. Never leave them in one position so long that regular customers will become accustomed to their appearance and pass without noticing them. Some neat system of rods and brackets will do for the fixtures. Stands or tables will answer for the floor space available for display, but where any quantity of small or perishable articles are sold show cases are indispensable. Have the prices plainly ticketed on these goods also. It is not like business, if a customer asks the prices, to see the clerk hunting or asking a fellow-clerk for the price.

SERVICE.

The service given the public should be as near to perfection as experience can take. Resolve that it will be better than any other store can render, and you will never let an opportunity of improvement pass. Be courteous to all. Try to honorably please every person who enters your door. Wait on or acknowledge them the moment they come in. Remember their names and faces. Put your whole energy into serving them. Never give the shadow of offence by rudeness of speech or action. If you do not make a sale, part with the customers pleasantly; they will call again. Have all stocks early to hand before they are asked for. Be very careful to give full measure and count; one mistake will create suspicion of all. Parcel all goods neatly and strongly so that there will be no probability of loss or damage in transit, and have them delivered promptly.

SELLING.

Have the price of the articles marked in figures and make it the lowest possible. Let this be the one and only price at which it is to be sold, no matter who the purchaser. Don't tolerate bartering; that belongs to uncivilized peoples. Don't give special favors, it is neither right nor wise. Yet enterprise must be exercised in selling. If some lines are sticking, lower their price at once, the loss will be the least. At the closing of the seasons, be willing to sacrifice on the remains of the stocks so that the following season can be opened with entirely new purchases; in short, don't hold the dimes so near your eye that you cannot see the dollars beyond. Constant vigilance is the only means of procuring a general movement of the whole stock. Have genuine bargains, but don't sell goods below cost merely for the purpose of increasing the volume of your turnover. In some circumstances, such as for introduction or ad-

vertisement, it is legitimate to sell even below cost, but as a practice under normal conditions of trade it must be condemned.

WORK.

Every person around the store should share responsibility. The errand boy as well as the proprietor. The purpose of all the work is to make sales, and to this end all should contribute. Have a stated place for every article. Have a particular way and special time for transacting and executing every part of the business. Customers readily detect this perfection of system in those things they can see. It gives them confidence in those things where they must rely entirely on the word of the house, and this public confidence once secured is half the victory for patronage won. Be doing business in business hours, and never close to-day without plans for to-morrow. Don't do unnecessary work; reserve temper, time and talents for work that tells.

REST.

Remember that nature must have rest. It must be absolute where the thoughts of business are replaced by some happy subject or pastime calculated to increase strength of both mind and body. The vigor of your actions and the freshness of your work will soon tell how important rest is.

OUTSIDE CONNEXIONS.

In religious, social and political matters the conscience must be the guide; but in matters where mere opinion decides the party or doctrine you support, be moderate. A too violent advocate creates enemies. Be sociable and generous and strive to make friends.

CASH AND CREDIT SYSTEMS.

Much is heard in these days of business depression of the advantages of a cash business. They are numerous, and if the system were general throughout every trade and profession it would be an incalculable boon; but so long as the clergyman does not receive his stipend every Monday morning, or the doctor his fee after every visit, and so long as nature compels those who live directly from the products of her increase to wait for long periods for their returns, we fear it can never come to pass. However, there is a situation in which the merchant should always adopt strictly cash methods. This is when commencing business without independent capital in a new city. The credit system is solely the privilege of a long established business, where experience has taught who are trustworthy, what are the proper times and means for collecting, and to what amount credit should be allowed. It demands greater foresight and more care, but if thoroughly done, the gain from increased business through the accommodation given will repay the extra labor entailed. Render itemized accounts to every customer regularly; monthly, if possible. Insist on prompt settlements at the end of the term of credit. Don't be afraid to refuse credit to one who has without a valid reason abused your confidence in the past, nor shrink from punishing where fraud is intended; but where circumstances of misfortune demand it, practise charity, it is the right principle as well as the best policy.

Now just one caution. Be content. There is a bound to everything in time. Success is apt to lead beyond reason. Hence, consider the probable result before building larger or buying heavier; otherwise the accumulations of years may be lost in as many months. Don't take a step forward that you cannot hold against all competition.

Increase is the natural law. Genuine success in the present is in a measure due to the name of success in the past. Finally be magnetic yourself and you cannot fail to attain success.