

The Twentieth Century Merchant.

WHAT HE IS AND HOW HE MUST ACT TO SUCCEED.



H. G. SELFDRIDGE.

How Modern Business is Changing—A. T. Stewart Versus the Merchant of Today—Department Stores Versus Big Dry Goods Stores—Good Advice for Men and Women Clerks—A Great Merchant Trust—Chances for Young Men, Etc.—A Talk With H. G. Selfridge—Also Some Words of Marshall Field on Business Success and Failure.

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"Such a thing is not possible," was the reply. "I know it has been talked of, but each locality has its own peculiar needs and every large store has its own personality and following. Any attempt to combine stores would be resisted, and over charges or large profits would induce immediate competition, resulting in new establishments. There is no danger of any mercantile trust ever monopolizing the business of the United States."

CHANCES FOR YOUNG MERCHANTS AND CLERKS.

"I should think, Mr. Selfridge, that the twentieth century stores which you describe would be the death to individuality. In the past, with a few thousand dollars, a clerk could open a store of his own. Now one must have a vast capital to do so."

"That is true to some extent, but not altogether so. The clerk, on the other hand, now receives better wages. There is more opportunity for good men, and a better chance to rise. The clerk can still start a store in a small way, or he can make himself so valuable that his salary will be greatly increased."

"Do you have trouble getting good clerks?"

"The best are always in demand, and good men are steadily advanced," replied the merchant. "Clerks are always studied by their employers. Those of the lower grades are watched, and an effort is made to interest them in their work to the general improvement of the business."

"In the store of Marshall Field & Co. we offered a dollar for every suggestion of value made by a clerk, no matter what that suggestion was. We also gave a dollar to every mention of an error or waste that might be remedied. I remember one clerk got a dollar for pointing out a leak in the water cooler on the third floor. We do the same in my store, and we also pay for any error or misstatement discovered in our advertisements, either by placard or by the newspapers. This is to show the clerk that his suggestions are of value, and to make him feel that he is a part of the business, and to prevent any deception of the public by them."

WOMEN CLERKS.

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"She has a place of her own in the twentieth century store, and one which she will always hold. Women make excellent clerks, and in certain places do much better than men."

"How about wages? Are women as well paid as men?"

"No. But there is a reason why they are not. Their term of service is shorter, and they do not secure the advance salary which comes from a long stay in the same store. As a rule, the woman does not expect to make her employment her life work. She looks forward to marriage, and rightly so. Were it not for that, she would soon become more experienced, and would command higher wages."

"Would you advise a boy to adopt merchandising as a profession?"

"That would depend upon the boy," said Mr. Selfridge. "If he has a bent toward merchandising his opportunities will be as great there as in any other profession. If he has no such bent he had better choose something else. I cannot recall when I did not want to be a merchant. I remember I had a stand on the street, and played at selling goods when still quite small, and many of my school vacations were spent in the store."

"Give me some suggestions for the boy who wants to succeed."

"I would advise him to do his very best when he starts out, and to study how to do it better and better. Every clerk should try to make himself valuable to his employer. He should fit himself for the next position above that which he holds, and it will not be long before that position is vacant. One secret of success is in using the time not required for business, sleep or meals for study. One should read good books and cultivate the habit of reading. He should make his reading of a practical nature, and such that it will be of practical use to him. I know one of the

best railroad men in the country who began life as a deck hand on a Mississippi steamboat. He worked at first for \$3 per month, but devoted his leisure to study, and he is now a leader of men."

"There are some things that every young man must have, if he would succeed," Mr. Selfridge continued. "He must be honest. He must have good habits; he must have tact, judgment, energy and stick-to-it-iveness. I don't know that I should advise him to come to the big cities. They perhaps offer examples of the greatest successes, but the competition there is also greatest. I would specially advise the young man not to be in too great haste about getting married. It is said that it costs more to support two persons than one, but that is a mistake. It does cost more, and the young man should be sure he can support a wife and still have something left before he marries. Among other qualities necessary to success are economy, willingness, prudence, self-confidence, pleasant manners, an even temper and a good personal appearance."

MARSHALL FIELD ON SUCCESS.

In connection with this advice of Mr. Selfridge I have some words to young men from Marshall Field on the same subject. They were written some time ago in a letter to Newell Dwight Hillis, now pastor of the Plymouth Church, in Brooklyn. A condensation is as follows:

"I would say that the young man should first consider his natural bent or inclination. He should take stock of himself, and out what business he is adapted for and get into that business with as few changes as possible. Once in, he should strive to master the details of the business and to make his services of value, wherever he is. He should also be alert, and be ready to seize opportunities when they present themselves."

"The trouble with most young men," continued Mr. Field, "is that they do not learn thoroughly. They work carelessly, forget that what is worth doing at all is worth doing well, and degenerate into drones, relying on chance to bring them success. The world is full of such young men. They are content with simply passing their time somehow and drawing their salaries, making no effort whatever to increase their efficiency, and thereby enhance their own and their employer's interests. There are others who want to do what they are not fitted for, and who thereby waste their lives in what might be called misfit occupations. It is far better to be a good carpenter or mechanic of any kind than a poor business or professional man."

BUILD UP YOUR CHARACTER.

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duty of young men to pay attention to the formation of their character. One should do everything that will tend to build up a strong personality. Says he:

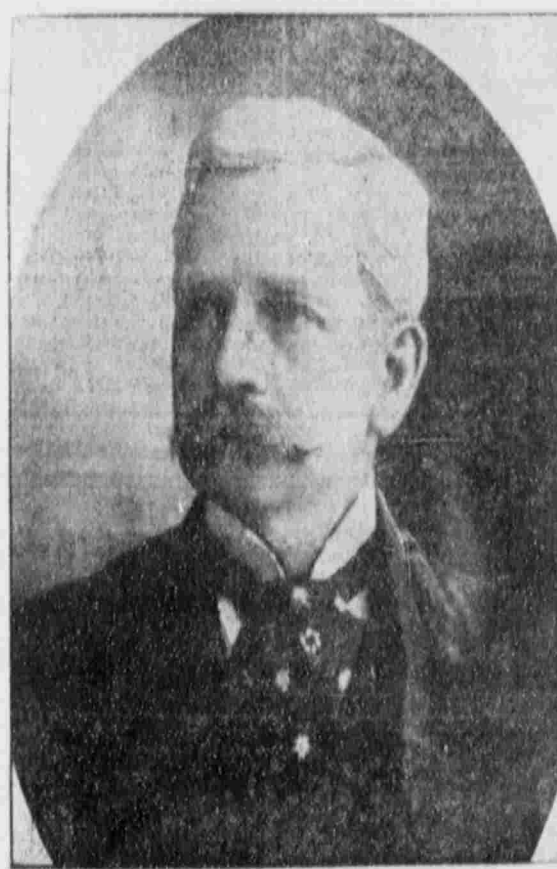
"The young man who has a conscience that cannot brook the slightest suspicion of wrongdoing, that insists on truthfulness, honesty and strict devotion to duty has a fortune to begin with. It is often the case that boys of excellent ability are ruined by evil associates, and they cannot, therefore, too early guard against forming friendships with those whose tendency is to lead them on a downward path. They should cultivate acquaintances whose conduct and influence will kindle high purposes. The ability to restrain one's appetites, passions, tongue and temper is of the first importance. One must be master and not slave of himself, if he cannot govern himself he cannot govern others. Indeed, a good character is vastly more important than a great fortune. A United States senator who died recently, wrote the following in his will: 'I hope that my sons will, above all, early in life, realize that the only thing more difficult to build up than an independent fortune, is character, and that the only safeguards of character are the Ten Commandments and the Sermon on the Mount.'

TAKE CARE OF NICKELS.

"Careful saving and careful spending invariably promote success," says Marshall Field. "It is not what a man earns, but what he saves, that makes him rich. John Jacob Astor once said that the saving his first \$1,000 cost him the hardest struggle. As a rule, people do not know how to save. The average young man of today when he begins to earn is inclined to habits of extravagance. He gets the idea that he must indulge in habits corresponding to those of some other young man, without regard to what he earns, and he imagines he cannot be manly without. The 5, 10 or 15 cents a day that he squanders, while apparently a trifle, would if saved, in a few years amount to thousands of dollars, and go far toward establishing the foundation of his future career. Too few realize that in order to acquire dollars one must take care of the nickels. The young man should begin to save the moment he begins to earn, be he saving ever so little, and if he does so the habit will be of incalculable benefit to him in later life."

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"If the elements herein outlined promote success, the logical conclusion is that a disregard of them forebodes failure. The man who is characterized by want of forethought, idleness, carelessness or general shiftlessness cannot expect to succeed. There are other causes, however, such as extravagance in living or living beyond one's means, outside speculations, gambling, etc., want of proper judgment, over-estimating capacity or undertaking more than capital would warrant, or, in other words, attempting to do too large a business on insufficient capital; assuming too heavy liabilities and relying on chance to pull one through; lack of progressiveness, or, in other words, dying of dry rot; and, also, selling on too long time."

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Foley & Co., Chicago, originated Honey and Tar as a throat and lung remedy, and on account of the great merit and popularity of Foley's Honey and Tar many imitations are offered for the genuine. Ask for Foley's Honey and Tar and use any substitute offered as no other preparation will give the same satisfaction. It is mildly laxative. It contains no opiates and is safest for children and delicate persons. F. J. Hill Drug Co.

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(Special Correspondence of the Deseret News by Frank G. Carpenter.)

CHICAGO—If you want your blood stirred, come to the west. Pull up your genealogical trees, dig yourself out of your decayed surroundings and come where money is worth more than 3 per cent and everyone is striving for a fortune. Shorten and New York look upon themselves as the most important parts of the United States. They are small in comparison with the great west, and by far more precious than the average big city on the other side of the Alleghenies. They have forgotten that the giant of American progress, clad in his seven-league boots, has long since jumped the Appalachian range, has peeped the lake region and the Mississippi valley with these cities, has gone on over the Rockies, and that he now stands on the eastern shore of the Pacific reaching for the business of the orient.

CHICAGO A BUSINESS CITY.

I say this by way of prelude to an interview which I give you today from the twentieth century city on the twentieth century merchant. Chicago has business which surpasses those of New York, Boston or Philadelphia. It has a firm which does more merchandising than any other establishment in the world. This is Marshall Field & Co., which does a business of from \$50,000,000 to \$100,000,000 a year, which largely controls the wholesale trade of the west, and whose retail branch here has a greater army of clerks than that which Napoleon led on his march to the sea. The man I have interviewed for you was for years the leading spirit of Marshall Field & Co. He began as a clerk, became manager of the retail store and when he left it a few months ago he was one of the partners. Now he has a big dry goods establishment of his own, which he started last June, but which already employs thousands of clerks and takes up the big part of a Chicago block. This man's name is Harry G. Selfridge. He is one of the youngest of the successful business men of Chicago, and is well fitted to talk about the twentieth century merchant as he thrives in the great west.

THE TWENTIETH CENTURY MERCHANT.

Said Mr. Selfridge, in response to my questions:

"Merchandising is changing everywhere, and there is much to be made in the west. It has ceased to be a trade and is becoming a science. When A. T. Stewart had 300 clerks in his New York store it was considered a wonder. Now we have one retail dry goods establishment in Chicago which has 10,000 clerks and its annual sales amount to tens of millions. The standing of the merchant is rising. In our eastern states a man told certain classes that the man engaged in trade. It is not so here. The merchant is as much respected as the lawyer or doctor. He looks upon his

position as a profession and is proud of it."

"What has caused the change?" I asked.

"I suppose it is somewhat due to the growth of the modern store. Such a business today requires the very best ability to handle it. It needs large capital, wide knowledge and more than ordinary education and intelligence. The successful twentieth century merchant is a many-sided man. His goods come from everywhere and he must know the world and its markets. He must understand financial conditions, and be able to profit by them. He has an army of clerks and he must have organizing capacity, a knowledge of men and the ability to make them take a personal interest in the business. He has to understand mechanics and labor-saving devices, to be something of an electrician and an engineer. He must, in short, be a professor of details, of values, of finance, of progressiveness, of public opinion, of publicity, of systems, of fashions and of the world's markets. Indeed, our business is now a science which includes all sciences."

DRY GOODS VS. DEPARTMENT STORES.

"I suppose you refer to the department store proprietor?"

"No. I am speaking more of the dry goods merchant, although the same might be applied to the department store merchant. There is a difference between the dry goods store, such as that of Marshall Field, my store, and other stores over the country, and the department store. Our stores have many divisions, but they are mercantile establishments, pure and simple, and we do not 'pull your teeth.' 'Take your photograph' or 'cut your corns while you wait.' We do not like to have the term 'department store' applied to us, and we call the different divisions of our business 'sections' rather than departments."

"Well, then, Mr. Selfridge," said I, "has the big store, which sells almost everything under the sun, with many sections, come to stay?"

"There is no doubt of that," was the reply. "Such stores are demanded by the times. They are in the interest of the consumer and are in accord with the spirit of modern progress. They may be and are injurious to the small dealer, but trade, as far as that is concerned, recognizes no law, except the survival of the fittest, and the small dealer is crowded out."

"But will not this system keep growing until there are no small stores?"

"There will always be small stores," said Mr. Selfridge. "But they will be restricted to localities where they are a convenience to the immediate neighborhood, or else to the smaller towns away from the great centers. The retail business of the big cities will always be done in the big stores."

"But are not such stores against the interests of the consumer? Will they not monopolize trade, and then swallow up each other? Is there not danger that we may some day have a great mer-

chant's trust, which will hold all consumers by the throat?"

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Our Heater Sale

WAS such a big success the past week that we have decided to continue the cut prices one week longer. We are sole agents for the National Air-Tight Heaters. We wish to show you our elegant line—their splendid construction, and durability, that excel all others.

Heater like cut, highly nicked and scientifically constructed. It is the cleanest of all soft coal stoves, and will pay for itself in the saving of coal in a very short time. Sale price—

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Our line includes many different sizes, both cheap and high priced, but all at cut prices.

We Pride Ourselves on Our Stove Department, and can suit you, no matter what kind or price you want.

The I. X. L. Easy Pay System

has two distinct benefits: it helps you to save the small amounts that ordinarily go for nothing; and it helps you to furnish your home nice and cozy. We want you to take advantage of this plan—we want your trade. You may select your home furnishings here and pay us a little each month. It's the easy way—it's the economical way, for it costs nothing extra.

OUR TERMS:

\$1 on \$10;

\$10 on \$100.

NO INTEREST.

I. X. L. FURNITURE & CARPET INSTALLMENT HOUSE.

Both Phones 490.

48 E. Second South Street, Salt Lake City.

The Complete House Furnishers

Until November 30

We will give a special discount as follows:

\$5.00 SET OF TEETH \$5.00

\$12.00 SET OF TEETH \$9.00

(With Gold Filling Free.)

\$15.00 SET OF TEETH \$11.00

(With One Gold Filling Free.)

\$20.00 SET OF TEETH \$15.00

(With Gold Crowns and Two Fillings Free.)

Painless GOLD CROWN, \$5.00

guaranteed.

Painless BRIDGEWORK, \$5.00

guaranteed.

Painless GOLD FILLING, \$1.00 and up

Painless SILVER FILLING, 50c and up

See samples of the Elegant Work we do at our entrance. Examination free. Ladies' Attendants.

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THE LARGEST and BEST EQUIPPED DENTAL OFFICE IN UTAH.

OUR CROWN AND BRIDGE WORK

Exemplifies perfection in dentistry. It is the modern method of filling the spaces caused by one or more missing teeth—without the use of a plate to cover the roof of the mouth. It permits the fullest enjoyment while eating, and does not interfere with the sense of taste.

Our crown and bridge work is made of 22-k. gold.

BEAUTY and COMFORT

Are what you get when you have our artificial teeth made here. Our method gives suction to the entire surface of plate. Used in all difficult cases. If your plate does not "stick" you will appreciate one that positively will.

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Cut out this add and bring it with you, if you wish the discount we offer.

HOURS, 8:30 to 6:30. SUNDAY, 10 to 2.

All work done by operator of experience and ability and guaranteed first-class.

BOSTON DENTAL PARLORS, 126 Main Street.

SPECIAL ANTHRACITE COAL

All Sizes.

BURTON COAL & LUMBER CO.

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208 MAIN ST.

California and Eastern reeds. Direct for all sporting events.

OUR CUTS BRING RESULTS

DEBOUZE ENGRAVING CO