

recognize the pharmacist as a business man. It will follow the lead of the universities, with their elaborate commercial courses, and will devote one-half or two-thirds of its curriculum to commercial subjects. It will necessarily abandon many of the superfluous studies that are now deemed essential. In short, it will grapple with conditions as they actually exist, and it will make an earnest, studious and systematic effort to prepare the druggist for the intelligent and successful conduct of his business.

To state the case still more succinctly: The college now teaches its students the science of pharmacy. It will then teach them to run a drug store.

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#### HOW TO GAIN GREATER EFFICIENCY AND CO-OPERATION FROM CLERKS IN DRUG STORES (AND, INCIDENTALLY, DUE APPRECIATION ON THE PART OF THE EMPLOYER).

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It has always seemed to me that the employer and employe should easily find common ground of mutuality of interest.

It is true, one gives his service and the other gives a money consideration for same, but if either has any faith in the ultimate triumph of the equities, it will tend to make the employe tender a full measure of prime quality service; while exactly the same motive, only originating at a different view-point, will tell the employer (individual or corporate) that, for the service he receives, he must inevitably, sooner or later, give a fair return.

How to secure faithful and efficient service in drug stores, is a most perplexing question. There are several reasons why this is so, and why this condition will not change, materially, until an entirely new status is recognized and agreed upon, as the basis for employing drug store help.

This *Status* is most essential for it relates to the actual work to be performed in most retail drug stores at the present time.

As to "ye ancient apothecary," the condition is little changed. We will presume and grant, that this type of a pharmacist knew his stock, and gave intelligent and adequate service to his limited number of patrons. The *personnel* of his store underwent metamorphosis in due time, by the employment of an apprentice, who was taught the "3 Rs" of Pharmacy, and who, in turn, became a "clerk," and, in time, (D. V.) he took the place, in part, and finally, in whole, of the proprietor.

Not one word will be said here, belittling this type of store, its proprietor or his assistants, but this sort of a drug store is becoming extinct. If men and boys could be found now to conduct this kind of a drug store, I believe the returns would be better than ever, but the measure of service was too great for the returns; too much of sustained effort and deprivation, too little of recreation and recompense.

The new drug store establishment, large or small, still needs and must have, (if it would retain the confidence of the public), careful, intelligent men and women, well skilled in the "Art of Pharmacy," for, let it be noted that this art

has *grown, under modern conditions*, instead of under-going "dry rot," as some would have us believe.

But, in the modern store, there will be many duties which may be performed, acceptably to all concerned, by one who has not "grown gray in the service," or by one enlisted for life.

When visiting the high-priced specialist, the patient, in most instances, is met by a very moderately paid young lady, who arranges the interview, and finally receives and records the fee, or makes an entry of charge, and thus, in very fact, performs the work which might otherwise have consumed exactly the same amount of the time of a skilled professional.

The important business statement, from the "chartered accountant," railway office, or bank, is extended, footed, and written by some faithful minor employe, who is entirely unchartered.

The public has finally been taught that there are thousands of minor duties that may be entrusted to unskilled, but clear-headed specially fitted employes, leaving the important essentials to those specially fitted to perform them.

To make the modern drug store attractive for the employe, hours must be shortened as much as possible and wages increased as much as the traffic will bear. The traffic, however, in the average good drug store, will never allow men drawing salaries of from \$75.00 to \$125.00 per month, and who are trained pharmacists, to spend their time in selling soda water, stationery, candy or cigars, or doing cashier's or bookkeeper's work. Each one of these things has its relative importance, but need not, *and should not* be done by one wearing the label of "Pharmacist."

In any store that does over \$10,000 per year business an untrained woman may well be employed at, possibly a commencing salary of \$20.00 or \$25.00 or \$30.00 per month, with an increase of \$1.00 per month for a stated number of months, or as long as her efficiency is increasing, and it will be found that there will be plenty of duties to fully occupy her time.

There are the show-cases to be dusted in the morning, cash and change and stamp fund to be counted and balanced, either morning or evening, new goods to be marked and arranged in and on show-cases, possibly assisting as label writer at the prescription counter during busy hours; indeed, there really seems to be no duty about the drug store that cannot be as readily learned by an intelligent young woman, as by the young boy or young man apprentice.

If the store is a larger one, and doing more business, the opportunity is enlarged for employing apprentice help, either young men or women. All this, with a view of conserving skilled and high-priced labor for the important service, which must be performed in every drug store every day, and also for the further and important purpose of dividing up the time of service so that more time off may be given all drug store employes. The long and weary watches of Sundays and holidays may thus be shortened, and yet acceptable service be given to the public.

In the larger city establishment, it is well known how these things are arranged. In such stores, two cashiers are generally employed, one commencing with the opening of the store in the morning, and working a reasonable shift of hours,

and being relieved later in the day by another young woman, who stays until the closing of the store in the evening.

It is customary, in most stores, to have the cigar case placed in proximity to the cash desk, so that cashiers may assist in the sale of cigars. Some portion of the minor office duties can well be performed by cashiers, such as addressing of circulars and perhaps the keeping of accounts of "petty cash" and stamp fund.

Indeed, close managerial care should be given, to the end that work is distributed along the lines of least resistance, to the end that each employe is given occupation suitable to his talents and experience, and his work thus made, in the highest degree productive.

The writer, who stoutly avers that he is neither a "moss-back" or a nihilist, as to the art of pharmacy, still believes the old-fashioned bottle-washing experience for boys starting the business, is the most wholesome path to follow at the beginning, and that the boy who has been inducted into the business-cleansing mortars and graduates, washing bottles, etc., thus, in due and proper time, becomes the best possible material for junior assistants at the prescription counter, or in the store.

This period of service need not be a long one, and will be calculated to impress the future pharmacist with the importance of these particular tasks; the fitness for future usefulness being rightfully forecasted by the faithfulness of performance of these minor duties. The length of this paper will not allow pointing out the absolutely important information which may be gained by the "boy at the sink," but no one, who has had this experience, or has had an opportunity of observing such apprenticeship, will question it.

Lest someone would interpret some of the things thus far suggested, as pointing toward the employment of cheap help, let me suggest that the result is just the opposite. By conserving the time of the trained pharmacist for the work for which he is fitted, his labor becomes more productive, and, of course, a better salary can be paid. The same is true of the skilled accountant, stenographer, or, indeed, anyone who has attained high efficiency in a given vocation. To allow such a person to waste their time in doing the work which would be done quite as well by one with a few weeks experience, is nothing more or less than business waste. If there is any place, more than another, where large department stores have employed sounder business methods than the "single liner," it has been in this particular. The skilled silk salesman is never seen behind the ribbon counter, and the woman who sells a "\$20.00 French Model" hat for 98c on Thursday afternoon, at the bargain square, need not be, and is not, an artistic designer of feminine head-gear.

When all the foregoing suggestions have been complied with, there still remains the all important thing of "personal equation," which goes to make up the successful career of the employe of small or great degree, in either small shop or large business establishment.

No one has ever disputed the saying that "the boy is father of the man," and it is equally true that the minor employe of to-day, if conditions are at all as they should be, must be the head man or employer of the business tomorrow. It has always seemed amazing to me, that even though youth, like love, is blind,

and must see things for itself before it will believe them, that this cannot be clearly seen, and that the straight road to success should not always be followed. The sign-posts to this road of success are always in plain sight. "Honesty," "Work" and "Steadfastness" seem to be the inscriptions which, alike, may guide each traveler along the business highway, to his particular goal.

Much is said and written, these days, as to "Salesmanship" and the "Art of Selling Goods" and "Bringing the Customer to the Salesman's View-Point"; all these feats being considered attainments, greatly to be desired in drug store, as well as other employes. Schools of Salesmanship have expatiated on these points at length, but, in the experience of the writer, such accomplishments, on the part of employes, are not nearly so necessary, or important, as the following of some of the simpler and pristine rules, as laid down by some much earlier writers, and lecturers; things that were said before most of the modern appurtenances of business were ever thought of, for instance, from the clerk's view-point: "Be ye not weary in well doing, for in time, ye shall reap, if ye faint not"; or "Thou hast been faithful over a few things, I will make thee ruler over many things."

From the standpoint of the proprietor and clerk alike an inspiration might be gained by remembering the words: "Seest thou a man diligent in his business, he shall stand before kings. He shall not stand before mean men."

In the experience of the writer, a scarcity has not been found of "scientific" or "would-be scientific" salesmen, but of salesmen and saleswomen who *know the goods carried in the store where they are employed*; who know the prices of these articles and the uses for which they are intended, and can find the goods and make the simple array of facts, as suggested, when the customer arrives, who is interested.

Simple enough, one would say, and yet, to ye who are searching after "human interest" data, I would say, try to buy a bottle of olive oil, some solution of silicate of sodium, a truss, an abdominal supporter, some rhinitis tablets, in the average drug store, and find out what you *do not find out* and how long it takes you to get this information, and when you have learned this, you will know why so many clerks are "sick of their jobs," and why, about the same number of proprietors are dissatisfied with the drug business.

The clerk who is ambitious to earn a good salary, and enjoy, along with it, good hours, must *learn his duties*, be they simple or complex. The manner in which the simplest transaction is handled in a store, indicates to that particular customer, the plane of the whole establishment, and the employe who lowers the standard by the shuffling, sloppy handling of a customer, helps to tear down, instead of build the business structure; to ravel, instead of knit, the commercial fabric.

In the drug business, as perhaps in no other line, continuity of service by both proprietor and clerk, is all important. The new drug store in the community, seldom reaps the best there is to be had of business, so, the new employe, even though quite competent, cannot hope to reap the full reward of his service, until years enough have elapsed to thoroughly establish him in the confidence of his employer and his patrons.

Intensified efficiency with elimination of waste, is what brings success to the factory, the large business establishment, and the small one as well, and exactly the same thing will bring corresponding rewards for the employe, for after all, any given business establishment, small or large, is but the replica, in few or great multiples, of the efforts of single units of employes. These units may be, to use a figure of speech, "half horse, or one thousand horse power," but if the function of each is performed with regularity, each contributes his share to the success of the whole, and it must follow that each will receive the rewards gained by all in proportion to respective share and value of service performed.

This paper might be made twice as long by pointing out the detail of work which should be performed in a given store by a given employe, for one day or one week, but as this work would not be the same in any two stores, no such array should be necessary, as surely any employe, who has his heart in the work, will know which near-lying duties should be performed from moment to moment, hour to hour, and day to day, as the weeks, months and years roll around.

It is not reciting an altruism, but the history of actual fact and experience, when it is said that the greater the avidity with which everyday tasks are taken up, the greater will be the success attending same, as well as the rewards attaching thereto. Concrete examples could easily be pointed out here, there and everywhere, showing just how great these rewards are and it is amazing that such instances escape the eyes of the half-hearted worker and fail to spur him on to his best efforts.

Just now, I have in mind as employes of a single retail firm, one young man who started at a salary of \$35.00 per month, and is now receiving in the neighborhood of \$2000 per year; another, starting at a salary of \$50.00 per month, and now has an annual salary of \$2300. With the same firm, also, is found a colored porter who has just about doubled his commencing salary, and a few young ladies who have doubled and tripled their commencing wages.

Of course the satisfaction enjoyed by the employer who has succeeded in retaining faithful and efficient helpers for a period of years, constitutes one of the joys of business, and when these reciprocal gains for both employer and employe, computed in dollars, confidence and good-will, are considered, one is more than ever impressed by the loss which both sustain, by a condition which might easily be remedied.

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**SYNTHETIC SUGAR.**—A London chemist, Mr. A. Voltaire Boyes, has discovered a process for the production of a synthetic sugar at a cost considerably below the normal prices. It could be sold at something like 1½d. per lb., with a handsome profit. This new sugar is white, weight for weight as sweet as ordinary sugar, quite as soluble, and quite as wholesome. It is stated to be suitable for table and kitchen purposes and for the manufacture of jams, confectionery, mineral waters, etc. A company called the Synthetic Sugar Syndicate, Limited, has taken up the process, and will at once afford employment to five thousand men. The initial output will be about 100 tons a day.—(*Phar. Jour.* (London).