

## A Successful Store Controls Expense

### *By Watching Repairs and Replacements*

#### Letter Number 25

THERE are three groups into which managers classify themselves on the question of repairs and replacements. The first, and least important group—because, fortunately, they don't get far—is composed of managers who will milk their stores dry. They absolutely refuse to make any repairs or replacements no matter how badly needed. They hope in that way to make such a fine showing in reducing expenses that they will be on their way before the true condition is discovered. The managers who succeed them have to spend the money.

A second class is careless of repairs and replacements. They spend either too much or too little without judgment or discretion. The plants of these managers are usually spotty or run-down.

The third class includes the *successful* managers who watch their plants as if they were their own, making every necessary repair and replacement, making them early before big expenses are caused. These men keep everything in A-1 condition, because they know that this is the cheapest in the end. They spend dollars and save much more. These men get dollars in dividends on every dollar they spend but they are not afraid to *spend* money to *make* money for themselves and the Company.

