

I. HISTORY OF THE COMPANY by Tami Takahashi

INTRODUCTION Many of our customers have been shopping at Takahashi since the days of the POST STREET store. These customers know a great deal about the history of our company, and quite often they will tell you about their past trade with us. We feel that it is important that you also are aware of how Takahashi was "born", and how we have grown. This company has a history that few can equal. The hopes and dreams and labor that have never ceased to make it grow ... are something we hope you will share.

In October 1945, Henri and Tami Takahashi bought the property at 1661-1663 Post Street in order to obtain a location for a business site. In April of 1946 the Takahashi Trading Company registered with City Hall as a small neighborhood department store with an export license to ship pharmaceuticals, dry goods, condensed food and staple goods to war-devastated Japan.

Annual allotments of food to American missionaries, Mercy Packages from individuals in the United States to relatives and friends, and such shipments as children's shoes to an orphanage from Ambassador and Mrs. Grew were handled as a specialty. Takahashi Trading Company was among the first of such companies in the U.S.

Takahashi Trading Company started with a staff of four and soon had an evening crew of eight. Store hours were from 9 am to 10 pm and packing and shipping went on until 11 pm. A Jeep station wagon was then packed with parcel post gift packages going to Japan and driven to the Rincon Annex Post Office before its midnight closing. A midnight supper was prepared by Tami while the men were gone, while others assembled orders and restocked shelves for the next day's documentation and anticipated sales.

Soon there were four packers, six bilingual documentation clerks headed by Tami, and a registered pharmacist. Eight office clerks kept accounts and ordered stock. There were now sales clerks in the store and the mail orders were carried in by the basketful.

Three years after the cessation of World War II the Peace Treaty was signed in San Francisco. Many Japanese dignitaries and national leaders, some of whom had been recipients of our packages, visited our company to praise our efforts.

Happily for the war-torn areas, emergency deprivation conditions adjusted themselves in a few years through the industry of the Japanese. However, this meant the demise of the Export Division of the Takahashi Trading Company. The company anticipated the signing of the Commercial Treaty between the United States and Japan in 1953, and became the first to convert active ties and the stock to featuring imported merchandise of contemporary Japan.

This meant a clearance of merchandise on hand after a tremendous Sacrifice Sale. Three dollar men's shirts of national brands were advertised at fifty cents. Everything was slashed. Unfortunately, a quarter-page advertisement run daily in the Japanese colony's two bilingual newspapers brought almost no response. The bargains were too unbelievable, too ridiculous in those days of scarcity.

Resigned to a loss of \$10,000 that year, the Takahashis sacrificed their entire inventory to a close-out dealer, Sam Schneider, at ten cents on the wholesale dollar. The next morning at eight a huge van arrived with four men who streamed down the aisles and by noon had stripped the store.

The Takahashis stood there and wept. There went the last vestiges of a business that had given badly needed jobs to the Nisei during the hostile post-war employment period, and which had sent hundreds of thousands of Mercy Packages full of clothing, food, soap and medicines to war-stricken areas.

*P. Sullivan  
S. Ellinger  
9-22-66*

Mr. Schneider's check was for \$411 and we had already arranged for the opening stock of the new store. Additional capital had been readied to start the first Japanese gift shop of post-war San Francisco. In Japan, where Tami Takahashi went on her search for fine examples of hand crafts, the name of Takahashi had preceded as donors and senders of Mercy Packages, and people in turn were now eager to help.

The Takahashis were members (in fact the only American members) of the Japan Folk Art Society, and the first shipment of Mashiko ware and other famous folk art "greats" had already arrived. Folk potters such as Hamada, Kawai, and Leach were beautifully represented, and other crafts, hand-woven textiles, and hand-laid papers took their place beside them. This collection of hand-created and finished masterpieces made the opening another first in this country.

This was the first such collection of Japanese folk craft to be sent abroad. There was interest among the art critics and collectors in Japan toward the outcome in America, but none could predict the degree of popularity in the United States. Word spread rapidly. Museum directors, artists, ceramicists, architects, designers, and collectors all came. Classes toured and informal lectures took place.

The objects were all selected to harmonize with and accent the contemporary American home. For instance, Takahashi imported Japanese matches in decorated hand-made boxes, designed as table accessories. Even match head colors were coordinated with the cover colors. Japanese motifs were used on Japanese papers. Authentic folk toys, homewares, kitchen tools, floor coverings, interior accessories, and dishes were chosen for a public outside the confines of the Japanese home. We avoided the cheap, mass-produced souvenir trinkets, and for the first time, the handsome and functional everyday products made in Japan for the Japanese themselves were presented to the general American public. Among the many exclusive designs and articles held in sole agency were the hand-dyed calendars, made of vegetable dyes and washi papers by Serisawa Keisuke.

In order to further mutual respect and appreciation of the everyday level of culture of both countries, a program was planned. Two sound films from Tokyo, on loan by our friend Isamu Kenmochi, were shown. One was on Bunraku puppets. This was the film's premiere in the United States and Marchioness Yasuko Kuroda performed the Tea Ceremony. It was the first such public presentation since World War II.

The program was an enormous success. Though only about seventy invitations were sent, about three hundred people came because the invitations included "friends". When everyone had gone and the room was swept, there were no discarded programs. We became the talk of the town; columists mentioned us. We were recognized!

Great names on the American scene came to see the collection. It was viewed by Edgar Kaufman, Edward G. Stone, John Houseman, Vincent Price, Stanley Marcus, Alexander Girard, and Charles Eames. From Europe came Hans Wegner and Finn Juhl, and from Japan, Dr. Soetsu Yanagi, Bernard Leach, Shoji Hamada, Riko Watanabe, and many others.

In spite of our rapid growth, lunch was still served to employees each day and tea time was at four. At this time, the customers in the store also were served green tea in little Japanese cups, often with imported goodies.

The Takahashi Trading Company became the first Nisei company to run an institutional advertisement under contract in an American newspaper. Large white areas characterized these ads, with the Takahashi signature (still used today) at the bottom. Once the space had only a plaintive

WE  
WANT  
TO BE  
DISCOVERED  
BY MORE PEOPLE

which was tremendously successful.

C. Sullivan 9-21-66  
S. Ellington 9-22-66

Most of the ads urged the citizenry to come to Takahashi and to explore the Japanese village in San Francisco, whereupon the restaurants, grocers, and other merchants in the neighborhood began to enjoy Hakujin (Caucasian) patronage.

Shibui, a Japanese aesthetic term meaning restraint, under-statement, and naturalness, was repeatedly used to advertise and describe our taste, our presentations, and our selections. On the basis of shibui, we had won in 1953 a total of 32 Good Design Awards from the Museum of Modern Art in New York; in 1954, we won another eleven awards and numerous other museum recognitions. California Designers Awards went to Henri for his shoji lamps and Genji screens. It was by now generally known that Takahashi had introduced the hinged shoji panels as screens to the world outside Japan.

Takahashi had by this time been mentioned in national articles, lectures, and several Master's Theses, as the company spearheading the introduction of the Japanese Artifacts which were becoming a major influence on contemporary American decor. One of the first items to be imported, back in 1950, was the now famous lacquerware. Henri Takahashi now gave the name "Persimmon" to a hot orange lacquer color, in keeping with the Japanese theme of decor. Since then, Persimmon as a color identification has been used by the paint and furniture industries and the upholstery and fabric dyeing trades.

In 1955 we began carrying American and other non-Japanese handcrafts. For instance, we were the first on the Pacific Coast to carry the Hogan and Bolas enameled jewelry. The works of local artists, wood cuts, enamel jewelry, and collages were also stocked in the Post Street store. The Main Street store now carries crafts from all over the world.

In January of 1953, Jean Tsuchiya arrived to help type invoices and mail out the brochures, and about a month later Jack Merkel offered himself as a salesman to sell the lamps and shoji screens. Masaji Iwate had come with his older brother soon thereafter to make the screens and lamps. In 1955, Aki King came to help in the retail store. More men were needed at the warehouse for the wholesale division, and the next year Joe Kakiki started as a neophyte shipping clerk. All these people are still with us and have risen to key positions, though many others have come and gone.

In 1959, the company received more awards: a citation was given by the Governor of the Prefecture of Okayama, Governor Yukiharu Miki, for introducing Igusa grass products to overseas markets in the largest quantities. There was also recognition from JETRO (Japan Export Trade Organization) and Awards of Merit from the Japan Lacquerware Manufacturer's Association and the Japan Enamelware Manufacturer's Association.

Also in 1959, the Takahashi Trading Company was dissolved, and Takahashi Inc. (wholesale), Far East Trade Council (Counterpoint), and Takahashi Imports Inc. (retail) registered with the State of California as corporations.

In May of 1959 we participated in San Francisco's first major Urban Redevelopment Program. Takahashi was the first to leave the redevelopment area, and was featured prominently in a documentary film on the subject of Urban Redevelopment viewed several times since on television. (This film was made by the Council of Civic Unity of San Francisco.)

The decision to leave the area to seek a future elsewhere proved fortunate. A 10,000 square foot warehouse at 654 Battery Street, now 1 Jackson Square, formerly the Schenley liquor warehouse, had been leased in 1951, so another nearby warehouse was chosen for the store and offices. Our new quarters were at 323 Pacific Street. Henri Takahashi and a designer-customer, Albert Lanier, achieved an exterior commercial remodeling job with the unmistakable Lanier delicacy. Now at last the office, the retail store, and the warehouse were in proximity.

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S. Ellington 9-22-66

In 1961, we introduced cerise and purple as lacquer colors, and in 1962 lemon and lime. All of these Takahashi colors were repeated in House and Garden Color Forecasts. In previous years a putty-colored olive had been registered as a House and Garden color along with Persimmon, Lacquer Red and Tile Red. The October and November issues of House Beautiful were entirely devoted to Japan with shibui as emphasis. Takahashi alone dared to scream "SHIBUI--PHOOEY" on the front show windows of the store.

Within two and a half years the premises were outgrown. In December 1960 the ten-year lease was abandoned and we purchased a fine six-level building on Main Street. The warehouse moved in January of 1961. The retail store was again remodeled by Albert Lanier, and we moved back in on July 9th, 1962. ~~By this time, Carole Oman had joined the staff, and she was responsible for decorating the store.~~ Henri Takahashi and the crew moved the stock into the handsome fixtures made by Masaji Iwate. The store was called "Main Street" with tongue-in-cheek "Main Street USA" decor.

Our customers approved, so much so that on June 4th, 1965, Takahashi Imports opened another store at San Francisco's new Ghirardelli Square, and on November 26th, an additional, larger store on Grant Avenue off Geary. ~~This is being written in January of 1966, and all three stores are flourishing, thanks to a friendly public.~~

We are still striving to give our customers good value by making their everyday lives richer and more enjoyable. We are grateful that little girls and boys who were delighted with our colorful paper balls and carp-fish kites are still coming to buy for their homes and for their own children.

We believe Takahashi Imports Inc. has a tremendous future and we are constantly searching for new talent. We need sketch artists, production artists, industrial designers, market researchers, and cartooners. People with a talent for illustrations, catalogue production and jewelry design are also needed. The staff, half Oriental and half Caucasian, work together harmoniously and are all eager to contribute to the growth of the entire company.

*Persimmon  
& shibui*

*C. Sullivan 9-21-66  
S. Ellingwood 9-22-66*

TAKAHASHI IMPORTS is headed by Tami and Henri Takahashi and ~~assisted in certain areas by Beverly Foster.~~ James Nomura is Traffic Manager and controls the receipt, marking and distribution of all merchandise for all stores. ~~Rene Tsuchiguro~~ <sup>HENRI TAKAHASHI</sup> re-orders stock and best-selling merchandise and reviews new lines and new merchandise. ~~Diana Strothers~~ <sup>Tim Nomura</sup> currently sees to ordering the Takahashi and Counterpoint wholesale merchandise for all stores. Mrs. Takahashi handles all personnel matters. <sup>assisted by Cathy Sullivan</sup>

Store 1 - MAIN STREET TAKAHASHI - open from 10 a.m. to 5:30 p.m. Monday through Saturday. No evening openings. EX 7-4668  
Located at 25 Main Street at Market  
~~Rene Tsuchiguro and Diana Strothers~~ in charge jointly.

Store 2 - GHIRARDELLI SQUARE - open from 10 a.m. to 9 p.m. Monday through Thursday; open till 10 p.m. Friday and Saturday. Open Sundays and holidays 11 a.m. to 8:30 p.m. 885 - 3454  
Located on the first level of the Mustard Building.  
Patric Palmer in charge; ~~Diane Goodman~~ <sup>JACK YOUNG</sup> in manager's absence.

Store 3 - GRANT AVENUE - open from 10 a.m. to 6 p.m. Monday through Saturday; open Monday and Thursday evenings till 9 p.m.  
Located at 59 Grant off Geary Street EX 7-4475  
Antique Department is on 3rd floor  
Jim Chumley in charge; Aki King assisting and supervising jewelry. Carl Ostertag heads the Antique Dept.  
EDWARD SWETMAN IS CO-ASSISTANT MANAGER.

Store 4 - SAISALITO - ~~opening end of May or early June.~~ Hours: ~~will~~ ARE be 10 a.m. to 6 p.m. seven days per week including holidays.  
743 Bridgeway - Sausalito  
~~Staff is yet to be appointed at this writing.~~  
BILL PUCKETT IS MANAGER AND CHUCK HOUSTON IS THE ASSISTANT MANAGER.

C. Sullivan - 9-21-66  
S. Ellington - 9-22-66  
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### III. SELLING GUIDELINES FOR OUR SALES STAFF

You, as a member of our sales staff, are one of the most important employees of our company. Your personal attention to our customers gives the store its reputation. The customers come into our store because it is attractive. They BUY because of good salesmanship. They will RETURN because of courteous and cordial service.

Salesmanship is a highly skilled art and we cannot tell you in a few words what takes study and experience to learn. There are, however, basic fundamentals that we expect you to follow.

TAKAHASHI has gained a reputation for being an informal, delightful place to shop. With this in mind, your first duty should be a pleasant greeting to each and every customer near you. Please remember that you can still speak to people while executing some other duty. If you are discussing work with a fellow employee and a customer approaches, stop to acknowledge the customer and continue your conversation later. We cannot afford to create an indifferent atmosphere. We would prefer that you not get into the habit of greeting customers with "May I help you?". We admit that there are times when this is an appropriate phrase; but remember that if the customer says "NO", you have severed your contact.

Our very existence depends on selling merchandise; however, every customer, whether they actually make a purchase or not, should be shown cordial attention and service. We want the atmosphere to be so inviting that these people will return. Other duties, though vitally important, must be secondary.

Your enthusiasm about the merchandise around you can generate a like response in your customers. Once you have obtained this response, it is relatively easy to sell an item. When an item is "sold" (your customer has expressed that she wants to have the item, but you have not yet rung up the sale), suggest related merchandise ... napkins and napkin rings to match a placemat ... or dish towels and potholders to match an enamel teakettle. Customers are pleased by creative personal attention ... and YOU are SELLING. Continue selling our store and the merchandise to the customer as you go through the mechanical work of gathering the items she wants and completing the transaction. Invite her to look at new items, sale items, or other areas of the store. She will appreciate your thoughtfulness.

Get to know your merchandise ... what is it ... and where is it? Whenever you have the opportunity, ask questions ... the more knowledge you can acquire, the more merchandise you can sell. Customers are bound to ask questions that you cannot answer. They will not be offended if you tell them that you do not know the answer, but that you will find out for them. They will be offended if you misinform them.

When a customer questions your decision or is not satisfied, do not argue with her, but excuse yourself and have your manager come to discuss the transaction with her.

*C. Sullivan 9-21-66  
S. Ellinger 9-22-66*

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#### IV. NON-SELLING FUNCTIONS OF THE SALES STAFF

1. Section Assignments Each salesperson is responsible for the general maintenance of a specific area. These sections are assigned by the manager who posts a list of the areas and the people responsible for them.

Your section should be clean, well stocked, and attractively displayed at all times.

It will be necessary for you to see that the following things are accomplished:

- a. Dust and clean the shelves, bins, etc.
- b. Keep your area displays well stocked and filled in.
- c. Make sure the selling floor understock in your section is well organized and filled in.
- d. Know where the basement or stockroom stock for your section is kept.
- e. Keep your manager informed as to your stock needs so that he may see that merchandise is reordered for your section when necessary.
- f. Make sure that your merchandise is priced with CLEAN price tickets and SIGNS.
- g. Request signs for your merchandise and promotions.
- h. Remember that YOU, more than anyone else, know what is selling well. Give us any ideas you might have about display, or merchandise that YOU think we could sell (i.e. new items, new versions of familiar items, new decoration, etc.). Write these suggestions with date and your own name and turn it in to your manager. Also, let us know when something is NOT selling. Maybe the display needs changing. Maybe we should send the stock to another store.
- i. Work with your manager on changing any displays in your section. He may know of something new that is coming in which could alter your plans!
- j. If you need help to accomplish your work, ASK! The work load in each section can vary from week to week, but we won't know that unless you tell us.

2. General Appearance of the Store All employees should be aware of the need to keep cash register areas neat and clean, ashtrays and wastebaskets emptied, paper and litter picked up from the floor, etcetera. Stand where the customer stands, facing your register. See? They see! Non-selling areas must also be kept clean.

Please report to your manager immediately anything that you consider a hazard to the safety of customers or employees. Be conscious of the condition of floors, edges of counters, displays, etc.

If you find damaged or defective merchandise in the regular stock anywhere in the store, bring it to your manager's attention. It must either be claimed back to the manufacturer or marked down for clearance, and time is of the essence.

3. Inventories The buyers will occasionally request inventories of specific items or lines so that they can properly reorder merchandise. These requests should be completed promptly.

There is a periodic PHYSICAL INVENTORY of each store.

*C. Sullivan 9-21-66*  
*S. Ellington 9-22-66*  
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5. Miscellaneous Our organization is small and somewhat informal. There will be times when you might be asked to help in an area in which you normally do not work. We will always appreciate your willingness to lend a helping hand in these circumstances.

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## V. REGULATIONS

### Dress

#### Female Employees

Please wear neat businesslike dresses or skirts and blouses. The colors may be as bright as you like.

Please, do wear stockings at all times.

Wear comfortable shoes. To relax tired feet, keep an extra pair of shoes at work so that you may change them often. NO sandals, ~~loafers~~, or tennis shoes.

Hair styles, makeup and jewelry should be businesslike.

#### Male Employees

Please wear tailored, conservative slacks, a dress shirt, either short or long sleeved, and a tie. Dark shoes or loafers are appropriate. If you should choose, you may wear a sport coat, a vest, or a sweater. Business suits are entirely acceptable, but not mandatory.

Smoking The rule regarding NO SMOKING in the store is strictly enforced.

You may smoke in the lunchroom area during your break periods and your lunch hour.

Telephone Calls Our telephones are for business use only. Please discourage your friends and relatives from calling you at work.

Your Work Schedule Weekly work schedules are posted in each store. You should make a copy for your own use of the hours scheduled for you.

We cannot switch hours or days off. If an emergency should arise and it is absolutely necessary that you change your schedule, consult your manager and he will make the arrangements. Any change in the schedule must be made by your manager.

If you are scheduled to start work at nine A.M., you should be on the floor ready for work at that time. Punctuality is of the greatest importance, and a poor record in this respect is not encouraged.

If you must leave the floor for any reason, please inform your manager or a fellow employee. Even if you are leaving for a scheduled break or your lunch hour, make sure that the people on the floor know you are going so that someone can cover your position.

The MANAGER or supervisor of YOUR STORE must be notified if you are ill or unable to get to work. Your manager can give you a list of phone numbers to keep for your use. We have to make arrangements to cover your absence from the selling force. You must call in daily while you are home ill. You should also call in to let us know the date of your intended return.

We do deduct the time from your pay if you are late. This time may not be made up. Overtime which appears on your timecard will not be paid unless the card is signed by your manager.

*C. Sullivan 9-21-66  
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*Sullivan*  
*9-22-66*

Sick Leave At the end of your six-month employment period, you will have accrued (retro-actively) 2½ days of sick leave. You will be entitled to 5 days total with pay per year. Sick leave does not accumulate to be carried into a new physical year. If you should be ill for a period exceeding 5 days in any year, and you are under the care of a physician, you may be eligible for California Disability Insurance benefits. Your physician or our bookkeeper can inform you as to the filing procedure.

*C. Sullivan*  
*S. Edinger*  
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Vacation When you have been employed for a period of one full year, you will be entitled to one week of vacation with pay. When you have been employed for a period of two years or more, you will be entitled to a two week vacation with pay. Regular part-time employees employed for a full year may consult their manager regarding vacation benefits.

Vacations are taken from March 1st through September 15th. Your vacation date must be scheduled in advance with your manager. The dates are open for selection in order of seniority. Those entitled to two-week vacations may split the vacation period into two periods of one week. If necessary, you may apply your vacation, one day at a time, to absence from work due to illness.

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Leave of Absence We do not generally grant a leave of absence. If some special situation should arise, please consult your manager.

Performance Review - Raises Your manager will review your performance at the end of a three-month probationary employment period and every six months thereafter. You will be judged on the following:

Your selling technique

Your approach

Your ability to understand the customer's needs

Your knowledge of our merchandise

Your ability to present merchandise to the customer and meet objections tactfully

Do customers want to return to you?

Stock work

The amount of work you perform

The quality of the work

The amount of initiative you show

Your sense of responsibility

Ability to handle systems

Your knowledge of our procedures

Your degree of accuracy in recording transactions, both on paper and on the register

Accuracy in handling money

Relations with other employees

Your ability to get along with others in the store

Disposition ... cooperation ... tact

Appearance

The over-all impression you give to the customer

Dependability

Punctuality ... attendance

Reliability in following through on all tasks

(continued)

Your interest in personal improvement

Your efforts to learn more about the merchandise

Your desire to know more about the store operation

Your desire to gain additional experience

Your manager will discuss your performance review with you. Should a raise be warranted, your manager will forward your review to the Takahashi's for their consideration.

Should your performance, at any time, not conform to the standards we expect, you will be called in by your manager for a corrective interview. You will be given every chance to explain your position and to change your performance.

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S. Ellington 9-22-66

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VI. PROCEDURES ... A STEP-BY-STEP EXPLANATION

On the following pages you will find detailed instructions covering the various procedures we follow in handling customer transactions.

INDEX OF PROCEDURES TO BE COVERED:

1. Cash register operation
  - Opening
  - Register operation (diagramed)
  - Voids
  - "No sale" receipts
  - Closing
2. How to accept checks
  - Authorization
3. Shipping
  - The necessary forms and how to complete them
  - How to process the merchandise
4. Gift wrapping procedure
5. How to use our telephones
6. Holding merchandise ... HOLD/WILL CALL procedure
7. Special orders ... CUSTOMER REQUEST
8. How to handle a complaint
9. Returns
  - General rules
  - Refunds
  - Exchanges
  - Exchange vouchers
10. Employee sales ... discount
11. Bankamericard sales

GENERAL INSTRUCTIONS FOR COMPLETING FORMS      Part of the work you do at Takahashi will be to fill out various types of standard forms which we use. We must efficiently and accurately handle all paperwork transactions. Poorly handled paperwork eventually ends with an irritated, if not angry, customer in addition to unnecessary extra work in our offices.

The most common problem, observed by us over a period of years, is the failure of personnel to give us COMPLETE information, such as their NAME and the DATE of the transaction. Without this simple information, those of us who have to handle a complaint or an inquiry are at a complete loss as to what might have occurred. We do not even know WHOM to ask!

After you have filled out a form, quickly ask yourself, "What question might be asked that I haven't answered?". If you find that a particular situation involves an explanation too complex to write, simply note, "See me for details!", then SIGN YOUR NAME.

All we have asked is that you use some common sense and courtesy. Don't create work for others.

*C. Sullivan 9-21-66  
S. Edgington 9-22-66*

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### 3. Shipping - General Rules

- a. We do not ship any fragile or breakable merchandise. If your customer questions your decision, or if you are in doubt, ask your manager to assist you with the transaction.
- b. We do not ship any SALE merchandise.
- c. We do not ship merchandise to foreign countries.
- d. We cannot promise a specific date of arrival.
- e. We do not ship merchandise C.O.D.
- f. We do not ship merchandise that has been purchased from another source ... without exception!
- g. The customer must pay for ALL shipping charges.

#### The necessary forms and how to complete them

##### 3-part Salescheck (see example on following page)

- a. Put your store's initials on the upper left-hand corner.
- b. DATE: Fill in the date of the transaction. Include the month, day, year ... in that order.
- c. SOLD BY: Print your initials.
- d. HOW SHIP: If the merchandise is to be shipped via Parcel Post, print, "P.P."

##### \*Other shipping abbreviations:

Railway Express - R.E.A.-Collect (call R.E.A.)

United Parcel (U.P.S.) - we cannot ship via U.P.S.

Truck - TRUCK-Collect (contact Takahashi wholesale warehouse foreman for procedure and charges)

\*Your manager must OK all shipments that do not go via Parcel Post. Computation of shipping charges is covered later,

- e. SOLD TO: Print the full name and address of your customer.
- f. SEND TO: If the customer is sending the merchandise to herself, at her home address, print "SAME", in large letters.

If your customer wishes the merchandise sent to another party, print the recipient's full name and address.

- g. QUANTITY: The number of pieces of a specific item.
- h. UNIT: Example: EA., PR., SET, DOZ., BOX, PKG.
- i. ARTICLES: Print a complete description of the merchandise, plus the style number, if available. Also include the vendor code (the number appears on the price ticket), the color, and the size, if any.
- j. PRICE: The UNIT RETAIL.
- k. TOTAL: The quantity X price = TOTAL, or extended retail.
- l. CARD ENCLOSED: Check "YES" if your customer is sending the merchandise as a gift and is enclosing a card.

Check "NO" if there is no card to be enclosed.

- m. GIFT WRAP: Check "YES" if your customer has requested that the merchandise be gift wrapped.

Check "NO" if the merchandise does not have to be gift wrapped.

Gift wrap charges must appear on the salescheck if applicable.

- n. SPECIAL INSTRUCTIONS: If there are special instructions as to how the merchandise is to be wrapped, explain these (example: WEDDING GIFT).
- o. CALIFORNIA STATE SALES TAX: If the merchandise is to be sent to an address within the State of California, compute 4% sales tax on the total retail value of the merchandise.

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*S. Ellington 9-22-66*

- o. (continued) If the merchandise is to be sent out of the State of California, there is no sales tax charge. Print "NONE".
- p. SHIPPING: Enter the total shipping charges:  
Parcel post computation - weigh all merchandise to be shipped together and compute charges according to the postal guide. The total shipping charge will be DOUBLE the postage charge indicated in order to cover packing and handling costs.  
 Computation and information for other charges is covered above and should be entered accordingly.
- q. INSURANCE: Compute and enter the total charge for insurance. ALL parcel post shipments must be insured for at least the minimum amount (up to \$10 the charge is 10¢).
- r. TOTAL: Add all the amounts in the right-hand column.

When you have completed the salescheck, ring the sale on the cash register as follows: 1) ring merchandise according to our regular breakdown; 2) ring tax on the tax key (if in-State mailing); 3) ring shipping or parcel post charges, insurance AND gift wrap charges SEPARATELY on the key so marked for these items and found directly above the tax key on each register. Staple the cash register receipt to the PINK copy of the salescheck.

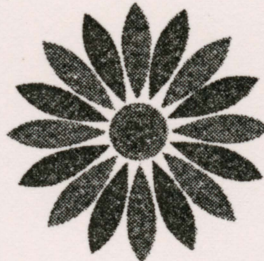
Collect the money from the customer and hand her the WHITE copy as her receipt. This will be her ONLY receipt of the transaction. At this point, it is not necessary to detain your customer. Thank her and let her leave.

The PINK and YELLOW copies are kept together with the merchandise.

C. Sullivan 9-21-66  
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SAMPLE SHIPPING SALESCHECK

GA  
 \*TAKAHASHI\*  
 25  
**Main Street**  
 SAN FRANCISCO  
 EXbrook 7-4668



Date 12/5/65  
 Sold by A.K.  
 How ship F.P.  
 Paid   
 Hold for payment   
 Layaway \_\_\_\_\_  
 Deposit \$ \_\_\_\_\_  
 Balance must be paid within 30 days or deposit will be forfeited.

SOLD TO: MISS JANE SMITH  
 ADDRESS CITY ZONE STATE  
355 FOURTH AVE. S.F. CALIF.

SEND TO: MRS JOHN DOE  
 ADDRESS CITY ZONE STATE  
222 THIRD AVE., APT 4 ST. LOUIS MO.

QUANTITY	UNIT	ARTICLES	PRICE	TOTAL
1	EA	N-KET 20 - RED emerald takashi	4.75	4.75

CARD ENCLOSED  YES  NO  
 GIFT WRAP  YES  NO  
 SPECIAL INSTRUCTIONS:

FED. TAX	
CALIF. STATE SALES TAX	NONE
SHIPPING	1.20
INSURANCE	.10
TOTAL	6.25

4. Gift Wrapping Procedure - Where gift wrap facilities exist in various stores, the following policy will be observed:

- a. A 25¢ charge to wrap each ITEM valued at less than \$5 (\$4.95).
- b. Customer must pay for item before we will gift wrap. This applies also to purchases being wrapped for which the customer will wait.
- c. Consequently, we will not wrap "HOLD", "WILL CALL" purchases unless "PAID" in advance.
- d. A 50¢ wrap-for-mail charge will be made for each package so wrapped. This charge does not apply to items which we will ultimately mail or ship for the customer.
- e. Customers desiring boxes only should inquire directly at the wrap desk and the charge will be made according to an established price list by size and value of the item or items involved. We do not sell boxes without purchase.
- f. SALE MERCHANDISE - will not be gift wrapped or wrapped for mailing or shipped. Boxes are not available for this type of merchandise.

(no)

do we HAVE ANY SUCH PRICE LIST?

ALL CHARGES applicable to a sale should be rung on your register on the key designated for Shipping, Insurance and Gift Wrap. Take a total of the merchandise, ring the tax, then ring the Gift Wrap charges before taking a grand total. This order is necessary such that your customer is not charged sales tax for the service of wrapping.

Please note, however, that gift wrap charges alone may be rung at any time. Ring on the key marked for this purpose, do not charge tax, and give your customer the receipt so issued.

C. Sullivan 8-31-66  
S. Ellington 9-22-66

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6. Holding Merchandise ... HOLD/WILL CALL procedure

HOLD/WILL CALL SLIP

*C. Sullivan 9-21-66*  
*S. Ellington 9-22-66*

WE APPRECIATE  
 YOUR PATRONAGE

A 04.95 MS  
 A 00.20 TX  
 A \$5.15

THANK YOU

3413 23 OCT 65

HOLD/WILL CALL		DATE: 1-10-66	SALES NO: C. OMAN
NAME: MISS JANE DOE			
ADDRESS: 1000 FIFTH STREET			
CITY: SAN FRANCISCO		STATE: CALIF	
RES. PHONE: 333-2222		BUS. PHONE: EXT. #5 222-3333	
PAID <input checked="" type="checkbox"/>	REV #1 3413	WILL CALL ON 5:00 P.M.	
NOT PAID <input type="checkbox"/>		1, 10, 1966	
QUANTITY	DESCRIPTION	RETAIL	
	TEAKETTLE - orange	4.95	
	#N-KET-20	TAX	.20
		\$ 5.15	
SPECIAL INSTRUCTIONS			
gift PAID, wrap	N/C	<input checked="" type="checkbox"/>	returned PAID, for repair
mail PAID, wrap	50¢	<input checked="" type="checkbox"/>	(EXPLAIN OTHER: BELOW)
WRAPPING INSTR. :			
enclose attached card			

This form is to be used when your customer requests that merchandise be held for her.

- (1) Merchandise cannot be held for a customer without your manager's approval. When your customer asks you to hold an item, go to your manager and tell him of the request. If your manager approves, complete a HOLD/WILL CALL slip and attach it securely to the merchandise. Put the identified merchandise onto a shelf in the area designated as the HOLD/WILL CALL area.
- (2) We NEVER hold SALE merchandise ... without exception.
- (3) General instructions for holding merchandise:
  - a. The merchandise you hold for a customer is either PAID for ... or, NOT PAID for.

PAID merchandise HOLD

1. Check (✓) "PAID".
2. Write in the register # from daily register report..
3. Write in the transaction number from the cash register receipt (lower left-hand corner).
4. Give the customer the register receipt as her claim check. The transaction number is her claim number.
5. If merchandise is to be gift wrapped, collect the wrapping fee, if any, before holding the item. (Gift wrap fee is NOT RUNG on the register.)
6. Complete ALL details on the slip.

NOT PAID merchandise HOLD

1. Check (✓) "NOT PAID".
2. Complete all details on the slip.
3. Explain to your customer that you can only hold merchandise for FOUR days.
4. If applicable, explain to your customer that you cannot have an item gift wrapped until it has been paid for.

(4) Follow through on all merchandise holds that you handle. If the customer does not pick up these goods, it is your responsibility to phone her and remind her of the transaction (local calls only).

(5) Salespeople cannot hold merchandise for their own use.

7. Special Orders ... Customer Request Except in very special instances, we will NOT take special orders. Your manager will handle these exceptions or can tell a customer if merchandise is expected back in stock.

8. How to Handle a Complaint Be sympathetic! The customer is usually irritated to start and must be handled with tact and EFFICIENCY! Refer complaints immediately and directly to your manager or <sup>IN HIS ABSENCE YOUR ASST. MANAGER WHO IS</sup> someone authorized to deal with these customers. Above all, it is important to give GOOD SERVICE in these instances. There is no substitute for courtesy, and every reason to attempt to re-gain the customer's goodwill. <sup>THERE IS</sup>

*P. Sullivan 9-21-66*  
*S. Edlerigson 9-22-66*  
*VS*

FROM SMITH



\*TAKAHASHI\*  
25  
Main  
Street  
SAN FRANCISCO

TO: MRS. JOHN DOE  
222 THIRD AVE., APT. 4  
ST. LOUIS, MO.

POSTMASTER: CONTENTS MERCHANDISE • RETURN POSTAGE GUARANTEED  
THIS PACKAGE MAY BE OPENED FOR POSTAL INSPECTION IF NECESSARY

12/5 - A.K. - G.A.

PREPARE  
GUMMED  
ADDRESS  
LABEL

Gummed address label (sample above)

- PRINT, in large letters, the complete name and address of the person listed on the "SEND TO" portion of your salescheck.
- Cross-reference the label to the salescheck by printing the following information across the bottom portion of the label:

The date of the transaction

Your initials

Your store initials

Across the top print: FROM and purchaser's last name.

How to process the merchandise You have now completed all the necessary paperwork for the transaction. Take the PINK and YELLOW copies of the salescheck, the gummed address label, and the enclosure card (if any), and attach them together with a paper clip.

Gather the merchandise to be shipped into a carton, if necessary, and take it, with the necessary paperwork, to the area in your store designated as the SHIPPING area.

Put the merchandise on the truck or shelves provided and attach the paperwork securely to the outside of the box so that it can be easily seen. You may use scotch tape for this purpose.

You have now completed your part of the transaction.

**Store SHIPPING DEPARTMENT:** Retail YELLOW copy for store records before forwarding goods for packing and shipping.

C. Sullivan 9-21-66  
S. Ellinger 9-22-66

9. Returns General rules for refunds, exchanges and exchange vouchers. Any situation not covered in the following must be handled by a ~~supervisory salesperson~~ or your manager. *OR IN HIS ABSENCE YOUR ASSISTANT MANAGER.*

- a. The cash register receipt or the customer's WHITE copy of the salescheck must accompany the merchandise.
- b. The merchandise must be in saleable condition (new and unused).
- c. There are NO returns on SALE merchandise.
- d. The merchandise must not have been out of the store over ten days. Christmas gifts may be returned through January 15.
- e. If there is no register receipt or salescheck, if the merchandise is soiled, damaged, or defective, or if the merchandise has been out over ten days, see your manager for authorization to handle the return.
- f. When a customer returns merchandise, one of the following procedures must be completed:
  - 1. Even exchange salescheck
  - 2. Un-even exchange salescheck
  - 3. Refund voucher
  - 4. Exchange voucher

When you complete one of the above procedures, take the paperwork to your manager for his signature; then distribute copies as follows: PINK - with register report with receipt  
YELLOW - store copy  
WHITE - customer copy

- g. Inter-store returns: merchandise purchased at one store or received as a gift from one store, may be returned by the customer to another store. The store receiving the return will write the proper return procedure. On the return from they will print "PURCHASED AT: (store name)". No cash refunds can be issued when a customer returns merchandise received as a gift.
- h. Bankamericard credit drafts should be handled by your manager or a ~~supervisory salesperson~~. *IN HIS ABSENCE YOUR ASSISTANT MANAGER.*

Even Exchange Salescheck

An even exchange salescheck is written when a customer returns merchandise and exchanges it for merchandise of EQUAL value.

Uneven Exchange Salescheck

An uneven exchange salescheck is written when a customer returns merchandise and exchanges it for merchandise of GREATER value.

*C. Sullivan 9-21-66  
S. Ellinger 9-22-66*

EVEN EXCHANGE  
SALESCHECK

•TAKAHASHI•  
25  
**Main  
Street**  
SAN FRANCISCO  
EXbrook 7-4668



Date 12/5/65  
Sold by A.K.  
How ship EVEN XX  
Paid   
Hold for payment   
Layaway \_\_\_\_\_  
Deposit \$ \_\_\_\_\_  
Balance must be paid within 30  
days or deposit will be forfeited.

SOLD TO: MISS JANE SMITH  
ADDRESS 1000 FIFTH AVE., S.F. CITY S.F. ZONE \_\_\_\_\_ STATE CALIF.

SEND TO: EVEN EXCHANGE  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_

C. Sullivan 9-21-66  
S. Ellinger 9-22-66

QUANTITY	UNIT	ARTICLES	PRICE	TOTAL
1	EA	TRAY	1.00	1.00
		<i>by exchange</i>		
1	EA	TRAY, returned	1.00	1.00
				XXX

*OK  
Mary Manager*

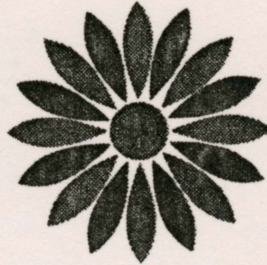
CARD ENCLOSED  YES  NO  
GIFT WRAP  YES  NO  
SPECIAL INSTRUCTIONS:

*Jane Smith*

FED. TAX \_\_\_\_\_  
CALIF. STATE SALES TAX \_\_\_\_\_  
SHIPPING \_\_\_\_\_  
INSURANCE \_\_\_\_\_  
TOTAL XXX

UN-EVEN EXCHANGE  
SALES CHECK

\*TAKAHASHI\*  
25  
**Main Street**  
SAN FRANCISCO  
EXbrook 7-4668



Date 12/5/65  
Sold by A.K.  
How ship UNEVEN XX  
Paid   
Hold for payment   
Layaway \_\_\_\_\_  
Deposit \$ \_\_\_\_\_  
Balance must be paid within 30 days or deposit will be forfeited.

SOLD TO: MISS JANE SMITH  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_  
1000 FIFTH AVE., SE \_\_\_\_\_ CALIF.

SEND TO: \_\_\_\_\_  
ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ ZONE \_\_\_\_\_ STATE \_\_\_\_\_  
UNEVEN EXCHANGE

*C. Sullivan 9-21-66  
S. Ellington 9-22-66*

QUANTITY	UNIT	ARTICLES	PRICE	TOTAL
1	EA	TRAY	1.50	1.50
		<i>by exchange</i>		
1	EA	TRAY, returned	1.00	1.00
		BAL.		.50
		<i>OK Mary Manager</i>		

CARD ENCLOSED  YES  NO  
GIFT WRAP  YES  NO  
SPECIAL INSTRUCTIONS:

*Jane Smith*

FED. TAX \_\_\_\_\_  
CALIF. STATE SALES TAX .02  
SHIPPING \_\_\_\_\_  
INSURANCE \_\_\_\_\_  
TOTAL .52

10, Employee Sales

EMPLOYEE DISCOUNTS are determined by identification cards:-  
WHITE - 20% discount on all except sale merchandise.  
No discount on sale goods.  
BLUE - 20% discount as above OR refer to your manager  
or assistant manager.

ARE CARDS  
TO BE ISSUED?

C. Sullivan

Itemize sale on daily register report; list ~~appropriate~~ EXACT  
discount and compute taxes. Ring total and tax on register  
and staple receipt to report. Manager must approve all  
discount sales, OR IN HIS ABSENCE YOUR ASSISTANT MANAGER  
MUST APPROVE ALL EMPLOYEE TRANSACTIONS.  
Employees are NOT to use their discounts in making purchases  
for friends and relatives except in the case of gifts. This  
will be handled by your manager.

C. Sullivan 9-21-66  
S. Ellington 9-22-66

VII. SECURITY

WILLMARK SERVICE SYSTEM - What Willmark service means to you:

Most of our employees are loyal and conscientious in their work, but like every other organization we occasionally have in our employ certain individuals who persist in violating the rules and policies of our company.

Recognition for Loyalty and Efficiency: To eliminate inefficiencies and to give proper consideration to the deserving, we subscribe to the Willmark Service System. Willmark enables us to maintain direct contact with our employees, thereby giving us accurate knowledge of the loyalty and efficiency within our organization.

When any employee fails to follow our rules or falls below our standards of alertness and efficiency in selling, we want to know of it. On the other hand, when any of our people are doing exceptionally good work, when they are serving every customer in a courteous and effective manner, it is most important that we know that, too.

Training Through Interesting Literature: Willmark literature teaches you proper cash handling methods and tactful, profitable ways to satisfy customers and sell more merchandise. Willmark shopping tests and reports keep us in touch with the actual selling methods you are using with customers, enabling us to help you further develop your selling ability.

Your Success Depends on Performance: We want you to realize that your record and your future in our company is dependent upon your integrity, selling ability and interest in your work. Do everything possible to serve the best interests of our business, and then you may be certain that your commendable performance will receive attention.

You are thoroughly familiar with the rules and policies of our company. We know you will adhere to them and carry them out faithfully in every transaction. You will find that, in the long run, it is much easier and more rewarding to abide by rules than to violate them.

BONDING - A fidelity bond is carried on each individual accepted for employment with this company. Accordingly, you will be asked to submit a bonding application immediately upon hire. As you may know, it is a very favorable and positive credit for all your future business activities and pursuits to have been bonded. To be able to say this will always stand you in good stead in the eyes of the business world. We thank you for your cooperation in returning a completed application form at the earliest possible date once you have accepted employment with us.

C. Sullivan 9-21-66  
S. Ellington 9-22-66

IX. SOME QUESTIONS and ANSWERS

- Q. When do we get paid? ... Cash? ... Check? ... Where do we pick it up?
- A. Payday is every two weeks. We are paid on the 1st and the 16th of the month. If the actual payday should fall on a Saturday, or a Sunday, you will be paid on Monday. (Example: If the 16th of the month falls on a Sunday, you will receive your pay on Monday the 17th). If the payday falls on a holiday, the same rule applies.

We are paid by check. Your check will be delivered by your store manager. Your discount card serves as adequate identification of your employ with Takahashi to enable you to cash your checks through normal channels. Payroll checks may not be cashed within the store. NO EXCEPTIONS PLEASE.

Personal check cashing should be kept to a minimum. We will be happy to accommodate you in emergencies. COUNTER CHECKS, however, are not acceptable under any circumstances. Additionally, a \$2 charge will be made for checks returned to us for any reason whatsoever. If more than two occurrences of this nature arise, this accommodation will be terminated for the duration of your employ.

- Q. How long is my coffee break? My lunch break?
- A. Personnel working a normal eight-hour day will be allowed a mid-morning break of 15 minutes and another of the same length mid-afternoon according to a schedule set up by your manager. If your break is for lunch, the time will be 30 minutes; if for dinner, one hour is allowed. These breaks are scheduled to insure maximum efficiency and staff coverage ... please do not deviate from the appointed schedule set forth and posted by your manager.
- Q. How do I react when a customer drops and breaks an item?
- A. As you can realize, this is a touchy subject and should require your manager's attention. The manager can best determine if we are at fault, whether the customer should legitimately be asked to pay at least half value, whether this is a good customer and should be put at ease, etc.
- Q. What shall I do if I suspect someone of shoplifting? If I see someone definitely take merchandise?
- A. If you suspect a shoplifter, report same immediately to your ~~top~~ <sup>MANAGER</sup> ~~management~~ or to the ~~main offices of the retail stores~~ <sup>ASSISTANT MANAGER</sup> if your manager is not available.

Should you actually see shoplifting take place, do not let this person out of your sight as you must be able to insure that they have not returned the merchandise to the shelf before leaving the premises. Some signal to a fellow employee will allow you to continue to watch the shoplifter while the other staff member calls Emergency Police to come at once. The police should be told that there is a party in the store or leaving the store with merchandise not paid for. Your fellow employee should further alert ~~management~~ <sup>YOUR MANAGER</sup> as soon as possible. Time is usually of the essence in these matters, but this is also a very strong charge and must be leveled with the utmost caution and accuracy.

C. Sullivan 9-21-66  
W. Longman 9-22-66

- Q. What shall I answer if someone wants to know who we buy a particular item from?
- A. Your only real duty in this respect is to be able to identify the merchandise available from our own wholesale companies and to properly refer qualified customers to Takahashi or Counterpoint selling departments. Specifically, we do not wish other sources given out in answer to such inquiries and it will be appreciated if you will plead ignorance and/or refer troublesome parties to your manager.
- Q. What shall I do if a customer falls or otherwise injures herself in our store?
- FIRST NOTIFY YOUR MANAGER IMMED. THEN*
- A. A detailed accident report must be filled out for each such occurrence regardless of the seeming importance, no matter how large or small the accident. Forms for this purpose are available in each store. The following information will be requested:
- Name ... Address ... Phone number of injured party.
  - Detailed complaint in party's own words as exactly as possible, including all comments overheard or directed to you.
  - Name ... Address ... Phone number of as many witnesses as are immediately concerned (customers and salespeople alike).
  - Detailed notes giving comments and statements of both injured party and witnesses.
  - Employees should specifically refrain from making comments at any time about any accident. They should make every effort to give aid and assistance and to show concern for the welfare of the injured party.
  - If the injury is such that the party cannot be moved or touched, do not hesitate to call an emergency ambulance for specific first aid and assistance. Call a doctor if there is any question.
- SUBMIT THIS REPORT FORM IMMEDIATELY to the Main Office for the retail stores. Make out the form in triplicate; retain one copy in your store manager's files; send remaining copies to the retail accountant. A signature of the injured party is NOT REQUIRED.

*C. Sullivan 9-21-66  
S. Ellington 9-22-66*

ACCIDENT or INJURY REPORT  
(fill in in triplicate)

DATE \_\_\_\_\_ STORE and LOCATION \_\_\_\_\_

COMPLETE NAME and PERMANENT ADDRESS OF INJURED \_\_\_\_\_

PHONE # (if local) \_\_\_\_\_

DETAILED DESCRIPTION OF ACCIDENT and COMPLAINT (as set forth by injured party only):

ANY ON-SITE FACTORS CONTRIBUTING TO INJURY or ACCIDENT:

COMPLETE NAMES and ADDRESSES OF WITNESSES (including Takahashi employees):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

DETAILED REPORT of ALL PERTINENT COMMENTS and REPORTS GIVEN AT TIME OF ACCIDENT (exact words of both injured and witnesses):

ACTION NECESSARY and/or TAKEN:

NAME OF PERSON REPORTING (Store Manager if possible): \_\_\_\_\_

NOTE: Signature of injured party is not necessary or solicited. Make NO COMMITMENTS on behalf of the company.

IF SERIOUS INJURY, do not hesitate to call EMERGENCY AMBULANCE IMMEDIATELY or to call the nearest doctor for help and medical assistance. If you have any specific questions which need an answer, call Warren Glass (our insurance agent) at ED 2-2210.

Notify Main Offices at once and then follow immediately with this report to be distributed as follows: 1) Store copy 2) Main Office copy 3) Insurance copy (send to Main Office).

X. EMPLOYEE BENEFITS

BLUE CROSS and BLUE CROSS MAJOR MEDICAL ... through the thoughtfulness of the Takahashi's, each employee is provided with a very generous and complete Blue Cross coverage. This coverage goes into effect at the end of three months when you are added to our permanent staff. The Blue Cross booklet titled MAJOR EXPENSE PLAN clearly outlines the coverage with which you are so well provided.

PROFIT SHARING PLAN ... employees of one full year employment standing or longer become eligible for profit sharing benefits. This plan will be explained to you in detail when applicable.

EMPLOYEE DISCOUNTS ... a discount privilege card will be issued for your use at the end of 30 days of trial employment with this company in the case of full-time employees. Part-time employees will be entitled to discount benefits at the end of 90 days. A 20% discount will be applicable to all personal employee purchases with the exception of SALE or REDUCED merchandise. No discounts apply to SALE merchandise. All discount purchases will be handled directly by the store manager or <sup>ASST.</sup> acting manager. Your discount card will show when and where such discount purchases may be made. NO EXCEPTIONS PLEASE. All packages must be sealed at the time of purchase.

EMPLOYEE FACILITIES ... wherever possible, lunchroom areas and kitchen facilities are provided for employee use.

C. Sullivan 9-21-66  
S. Ellinger 9-22-66

(This should be outlined to the employee so that there will be no misunderstanding when he has been here long enough to take advantage of this.)

XI. YOUR FUTURE WITH TAKAHASHI

You can all evidence that we are a growing company, and our policy of "promote from within" enables those who have the experience, capability, and willingness to assume more responsibility.

Promotion will not be based on seniority, and it is important to let your superiors know if you wish varied experience to prove your capabilities. Keep this in mind whenever you are reviewed.

There is always room at the top!

*This is very bad, and will never do.*

*C. Sullivan*