

At Ease: Stories I Tell to Friends
by Dwight D. Eisenhower

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“We had to content ourselves with small shops—grocery stores, meat markets, “notion” stores, drug stores, and barber shops. Modern salesmanship would have been entirely out of order. Shopkeepers assumed that customers came to buy only what was needed. No special effort was made to sell them what they might need, or what they did not need.

Window displays were amateurish. Goods were stored on shelves, protected from prying hands by counters that ran the length of the shop. Nothing was done to encourage the casual browser, the one who, just looking around these days, leaves a store freighted with products he had no intention of buying when he entered. That is just the sort of shopper I am, made for twentieth-century merchandising techniques.”