

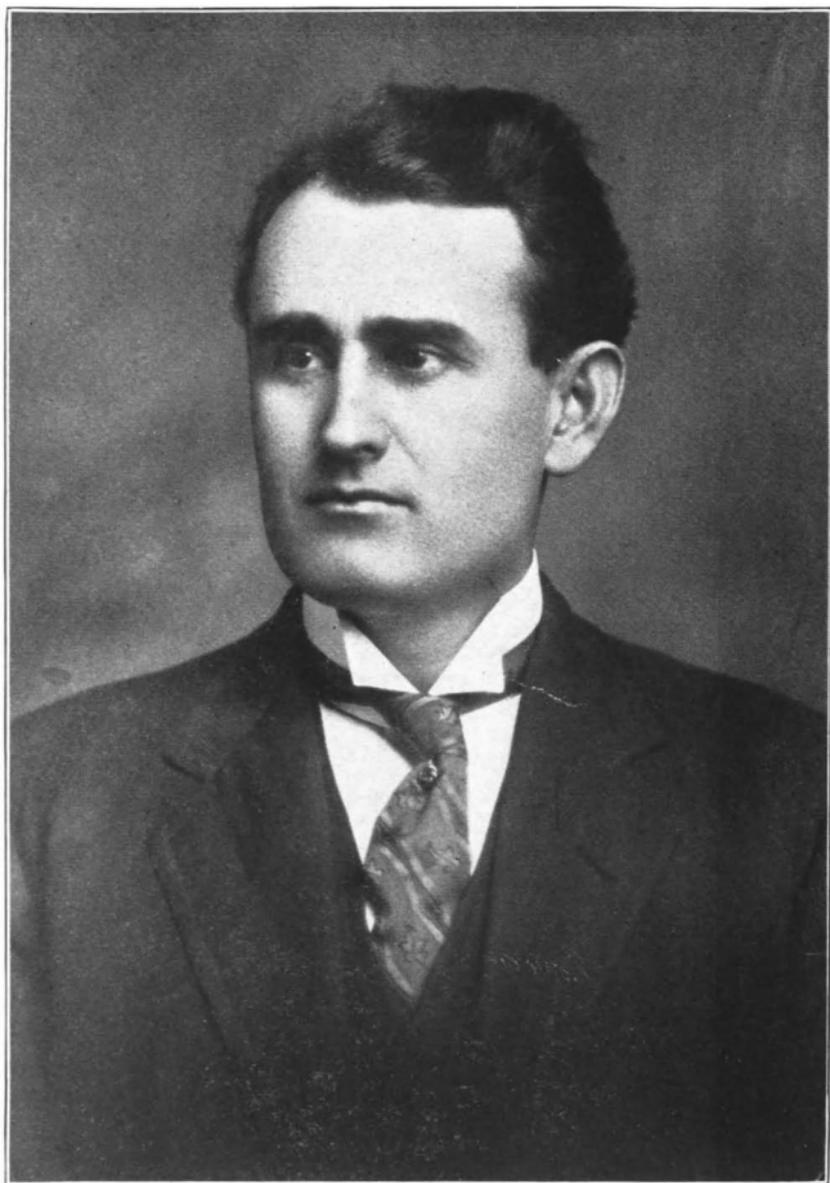


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JAMES SAMUEL KNOX.

THE SCIENCE OF APPLIED SALESMANSHIP

A SCIENTIFIC SYSTEM OF INSTRUCTION WHICH
CORRELATES THE FUNDAMENTAL PRINCIPLES OF
SALESMANSHIP, AND THROUGH THE ART OF
PERSUASION APPLIES THESE PRINCIPLES TO
THE SALE OF GOODS FOR MUTUAL
P R O F I T.

Volume III.

By

JAMES SAMUEL KNOX

President and Founder Knox School of Applied Salesmanship.



KNOX SCHOOL OF APPLIED SALESMANSHIP
Des Moines, Iowa

1911

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**SUMMARY OF THE COMPLETE COURSE OF "THE
SCIENCE OF APPLIED SALESMANSHIP"
IN FOUR VOLUMES.**

1. The Knox School of Applied Salesmanship and Business Science, offers a course of instruction covering four great departments.
 - 1st. Man Building.
 - 2nd. Business Building, Business Organization and Business Management.
 - 3rd. The Science and Art of Salesmanship.
 - 4th. Advertising and Business Letter Writing.

VOLUME I.

- Lesson I. Salesmanship Analyzed and Defined, and Memory Training.
- Lesson II. Personality Development, and Salesmanship Analysis.
- Lesson III. Business Organization and Management, and Mental Analysis.
- Lesson IV. The Mental Law of Sale.
- Lesson V. Mental Law of Sale Applied.

VOLUME II.

- Lesson VI. Personal Magnetism.
- Lesson VII. Suggestion in Salesmanship.
- Lesson VIII. Will Power and How to Develop It.
- Lesson IX. Developing the Mind.
- Lessons X. XI. XII. How to Talk so as to Influence and Control the Thought and Action of an Individual, a Committee or an Audience.
- Lesson XIII. Human Nature, how to Size up and Influence People, through a Study of the Forehead, Eyes, Nose, Mouth, Chin, and Human Emotions.

VOLUME III.

- Lesson XIV. Ethics. The Conduct of Individuals and Organizations.
- Lesson XV. Health, How to Care for It.
- Lesson XVI. Physical Culture Training, for Physical and Mental Efficiency.
- Lesson XVII. Dress and Appearance.
- Lessons XVIII, XIX. How to Write Letters that Get Business, Handle Collections, Etc.
- Lesson XX. The Retail Business.
- Lesson XXI. The Clerk.

VOLUME IV.

- Lesson XXII. The Wholesale Business.
- Lesson XXIII. The National Cash Register Selling Methods.
- Lessons XXIV, XXV, XXVI, XXVII. Insurance.
- Lesson XXVIII. Advertising.
- Lesson XXIX. Selling Goods on the Road.
- Lesson XXX. Evidence, and How to Produce it in Salesmanship.

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LESSON XVI.

PHYSICAL CULTURE

BY ELIZABETH FRUSH

Formerly head of the departments of Physical Culture of Drake University and Ott School of Expression, Chicago Illinois.

¶ "What! Know ye not that your body is the temple of the Holy Ghost which is in you, which ye have of God, and ye are not your own? For ye are bought with a price; therefore glorify God in your body, and in your spirit, which are Gods."—St. Paul.

Most Men are Physically Weak There is no topic so vital to humanity as that of health; and yet it is a subject that seems to interest too few people. Hardly one person in ten can talk with practical intelligence upon the subject of physical training as an aid to health; and this is the principal reason why the vast majority of men and women are physically not what they should be. According to the report of President Taft, made November 28, 1904, when Secretary of War, he says, "seventy-five per cent of the men who made application to join the army were refused admittance, and mostly on account of physical weakness."

¶ A good system of physical training entered upon with the design of promoting health is surely worthy of more than a lukewarm interest. A due regard for the care of our bodies is something more than a mere, passing whim, that can be treated as a thing of not much importance, and we offer no apology for saying that the person who pays little or no attention to his physical welfare has not arrived at the highest state of intelligence.

¶ There is enough in it to engage the profound attention of every one, no matter how strong, how busy, or how intellectual they may be. No one can afford to neglect his body. The ambition to be strong physically is just as commendable as the ambition to be successful in business pursuits. There is nothing in life that wages such warfare against disease as a well developed muscular system.

¶ "We find that too much, and improper food, and an insufficient amount of air taken into the lungs, lack of cleanliness, the question of dress, poor ventilation, the whole category of depressing emotions such as worry irritability, greed, jealousy, and avarice contribute not a little to the general cause of sickness, but the greatest of all causes of ill-health is want of proper exercise, and the individual who ignores the most important of Nature's laws, receives a punishment that exactly fits the crime."

¶ How few people can boast of a well-

built body kept in thorough repair. Too many slouch their shoulders and double in at the waist; this one has one shoulder higher than the other; that one has what we term wry neck or protruding abdomen, flat chest narrow back, weak torso, and walks with a shuffling gait; some have heavy bodies and light legs, others the reverse; and so on, each with his own peculiarities. A thoroughly erect, well proportioned man or woman, easy and graceful in their movements, is far from a common sight. And yet nothing is done to render the body lithe and supple, to develop the idle muscles, to broaden the chest, to deepen the breathing, to strengthen the torso and quicken the circulation; in short to tone up the whole body. And so they go on through life far less efficient and useful men than they might otherwise have been. And as a natural consequence their children have to suffer, for the child certainly cannot inherit from the parent more vigor and stamina than the latter has.

¶ “The man or woman who is thoroughly in earnest and conscientious in the practice of physical training, will soon find that his narrow, thin and hollow chest has given way to one that is round, full, deep and roomy; that the feeble lungs and heart are now strong and vigorous; that the old tendency to lean his head forward when standing or walking, and to sit stooping, with most of his vital

organs cramped, has all gone. In their place has come an erect carriage, a firm tread, a strong, well-knit trunk, a manly voice, and a buoyancy and exhilaration of spirits worth untold wealth. Who will say that all these have not insured him years of life?"

**The Need of
Proper Exer-
cise**

A writer has well observed, "That you may deprive your body of exercise and after a time you will cease to feel the need of it. A man feels comparatively well, and that is all he knows about himself. But he should ask himself these questions: What kind of old age is awaiting him? Are his children healthy? If not is their sickness to be traced to their father? Can he do his daily work as efficiently as if he were a healthier man?"

¶ "Throughout life there exists in all healthy bodies a natural craving for exercise, and a man may consider that he has reached an unfortunate period in his career when he has ceased to feel that impulse."

¶ It must be understood that the object of exercise, as here intended, is not to develop athletes, acrobats and phenomenally strong men. It is health rather than strength that is the great requirement of modern business men; it is not the power to travel great distances, or lift heavy weights. It is simply to encourage that condition of the body that will

enable every man to live a long and useful life, or in other words he must exercise enough to keep his entire physical and mental machinery in good working order. Almost daily a lesson comes home to us of the break-down of some friend or acquaintance, whose weakness of body could not withstand the mental or bodily strain put upon it. "We are beginning to see that the first requisite of success in life is to be a good animal, that health and strength, and length of days are the reward of obedience to physical laws."

Success depends upon Bodily Health

Ex-President Cleveland says, in his essay on the "Classical Education of Boys," "It is melancholy, indeed, in our institutions of learning to see so many puny looking young men; hollow chest, round shoulders and bending body are characteristics of our students, and premature old age or consumption carries off too many of our most gifted men."

¶ In addressing the alumni of Harvard university, Ex-President Eliot made this remark: "Now everything depends with us, and in the learned professions, upon vigor of body. The more I see of the future of young men who go out from these walls, the more it is brought home to me that professional success, and success in all the callings depends largely upon the vigor of the body, and that the men who

win great personal distinction have that as the basis of their activity."

¶ This statement is confirmed by the following facts brought forward by Dr. Sargent of Harvard. He says: "If the student of biography will look up the life history of the men who have been the foremost leaders of the world, in every branch of service and line of endeavor, he will find, almost invariably, that they have been men with sound bodies and vigorous minds. Among the men of world wide fame possessing superior physique may be mentioned Plato, Demosthenes, Charlemagne, William the Conqueror, Martin Luther, Cromwell, Peter the Great, Samuel Johnson, Goethe and Bismark, Walter Scott, Robert Burns, and Professor Wilson of Scotland, were distinguished nearly as much for their athletics as for their literary achievement. Peel, Brougham, Lyndhurst, Campbell, Bright, Palmerston and Gladstone, and other great political and legal leaders of England were all men of vigorous health and hardy physiques. So were the great political and pulpit orators like Fox, Burke and Chalmers of England, and Patrick Henry, Webster, Charles Sumner, Beecher, Chapin, Brooks, John Hall and Dwight L. Moody of our own country. The great founders and preservers of the nation, like Washington, Franklin, Presidents Jackson and Lincoln, and some of the chief justices, like John Marshall, Lemuel

Shaw, John B. Gibson and Samuel F. Miller were men of powerful bodies, capable of great physical strength and endurance. Our great financiers, manufacturers and successful men of affairs, like Vanderbilt, McCormick and Huntington, were of sturdy stock and great constitutional vigor. So are Morgan, Carnegie, and the present day leaders in the triumphs of gigantic business enterprises."

¶ Surely no one will dispute the fact that a pure, sound body has a close connection with the mental and moral elevation and the future vigor of the race. We forget that the health of the mind depends upon the health of the body, and that to have healthy, well developed bodies there must be a certain amount of vigorous physical exercise. Physical training needs to be better interpreted to the public mind. It has been too much thought a matter of luxury and recreation merely, but it goes deeper into life. Some one has well said: "Man is a unity; there is a solidarity throughout his nature. There is an interplay and interpenetration of mind and body. A developed physique, intellectual pursuits, trained will and moral purpose are inseparable. They are confederate in building a sane and symmetrical manhood.

¶ "We have been too much engrossed in other matters and have given the education of our bodies too little thought. Don't wait until you feel the need of exercise before tak-

ing it. If matters are left in this way there will be a great many who will not feel the need of it until too late in life. A vigorous, healthy body kept toned up by rational systematic and daily exercise, is one of the very greatest blessings which can be had in this world. In the attainment and preservation of health we reap as we sow."

¶ If the man who habitually works too long without a rest, would every hour or so turn from his work, for even five minutes, to some vigorous exercise right in his office, until the blood gets out of his brain a little, and the muscles tingle with a healthy glow, he would go back so refreshed both in mind and body as to quickly make up for the time spent.

¶ As we have already said, "a true philosophy of physical culture includes also a true philosophy of mental culture, and let it be understood just here that physical education requires as much forethought, method and application as mental training. They go hand in hand and are one and inseparable, and the person who preserves a well-developed body and cultivated mind, is prepared both physically and mentally to play his or her part in the battle of life.

Mental Strength depends upon Physical Health “First—the brain is a physical organ—a part of the physical body, and subject to all the laws of physical culture and growth. Hence whatever will develop the body will exercise the same influence upon the brain. The health and tone of the brain are entirely dependent upon the condition of the heart, stomach, liver, lungs and other vital organs. It is the chief province of physical training to improve the condition of these organs, which is affected through the exercise of the muscular system.”

¶ Rousseau says: “The body must be healthy to obey the soul; a good servant must be strong; the weaker the body the more it encumbers and weakens the soul. If you wish to develop the mind, develop the power which that mind has to govern, exercise the body, make him healthy and strong that you may make him prudent and reasonable.”

¶ Montaigne well says, in speaking of man as he should be, “I would have the disposition of his limbs formed at the same time with his mind. ’Tis not a soul, ’tis not a body we are training, but a man, and we must not divide him.”

¶ Both Aristotle and Plato required that children should be trained in the bodily exercises of the gymnasium for several years before entering upon their studies, and that such exercises should be continued in connec-

tion with their intellectual pursuits. The latter says: "Only the right combination of both makes the mold circumspect and manly. To train the mind and neglect the body is to produce a cripple."

¶ We quote from another able writer: "If we would be strong, if we would be vigorous, both in mind and body—if we would avoid the mass of misery resulting from habitual ill health—if we would be happy, and live a long life—we must attend to those laws which the Creator has established for the regulation of the functions of the body."

Correct Breathing very Important To form the habit of correct breathing is of the utmost importance, for diseases of all sorts result, in great measure, from defective breathing, as very many persons breathe only with the upper half of the lungs, thus injuring the lower half through lack of expansion; this frequently leads to consumption, asthma, etc. Consumption is usually supposed to be hereditary, from which there is no escape. Good authorities say that you do not inherit consumption, but simply a tendency to it and that the tendency may be overcome by correct breathing, by developing a naturally weak pair of lungs, and living up to the laws of health otherwise. Make yourself healthy, and tubercular disease can have no power over you.

¶ Can you think of a greater crime against the body than to neglect the lungs? The body cannot possibly retain its power if a person is a shallow breather. If the lungs are allowed to become diseased it means the collapse of the entire vital machinery. No disease destroys as many human beings as consumption and pneumonia. In the year 1900 these two plagues caused over 300,000 out of a total death list of 1,039,094. According to these figures one person out of every three will eventually die of lung trouble.

¶ These facts lead to the conclusion that the first step to be taken in preserving the body should be lung culture, and lung culture means diaphragmatic breathing. It is not enough to tell the student that he must exhale and inhale forcibly so many times a day. He must know how to use the diaphragmatic muscle; he must know how to expand the ribs and must learn that the inaction of the abdominal muscles is proof that the lungs are not being used properly.

¶ It is estimated that there are not less than 725,000,000 air cells in the lungs which expose not less than 1400 square feet of surface to air taken in during respiration. In correct breathing the diaphragm contracts, and the air is drawn into the base of the lungs. By contraction and expansion of the diaphragm the air is forced upward into the apex of the lungs, and in this way every one of the

cramped position of the vital organs renders correct breathing almost impossible. We find them as a class with sunken chests, round shoulders, weak torso, and with little physical or muscular strength.

¶ The natural and right way to breathe, whether standing, sitting or walking, is to pay no attention to the chest, but watch the abdomen, and diaphragm. During inhalation the diaphragm contracts and presses on the liver, stomach and other vital organs and causes the abdomen to expand. During exhalation, the diaphragm relaxes, causing the abdomen to contract. With each respiration all the vital organs are thoroughly exercised. Remember that "the stomach and liver must be churned with every breath from birth to death," and the diaphragm performs this important task, provided one breathes diaphragmatically. This is one of the most important factors in perfect digestion. We must keep in mind that the abdominal muscles expand when inhaling and contract when exhaling the breath. When breathing, the further one can pull in the abdomen the greater will be the lung expansion. The stronger the abdominal muscles, the further in goes the stomach, the lungs drink in greater quantities of fresh air, and the blood is furnished with a greater supply of oxygen. And we all know the benefit of oxygen in the system. Proper respiration produces an erect carriage, and

this prevents an accumulation of fat and superfluous flesh below the waist.

¶ With the breathing process carried on properly, with correct habits of sitting, standing and walking, with plenty of pure air and cleanliness of person and proper mode of dress, much is secured that goes to the making of health and happiness.

¶ Practice breathing exercises with the body in the correct standing position, with the chest well raised, chin slightly drawn in, crown of head high, hips and abdomen held well back, shoulders drawn apart, not back, and the weight firmly planted on the balls of the feet. Remember to "keep the back of the neck pressed against the collar." The same rules should be observed in sitting and walking. In sitting do not let the torso relax and settle down into an awkward and injurious position.

¶ Walking is one of the most valuable modes of exercise and therefore it is important to know how to walk well. How many we see who walk with the head or hips leading, and in advance of the chest. The chest should always lead, keeping the head and hips well back. Draw the chin in and keep crown of head high. The person who comes before us with chest raised and head erect inspires confidence, and it can't help but make him more self-respecting.

Correct Exercise very Important

“We can safely suppose that none but the ignorant will object to scientific physical training, and it will be enough to recall that exercise improves the nutrition; stimulates the action of the lungs; it accelerates the action of the heart; aids the circulation; favors digestion; improves the appetite; stimulates the bony structure of the body; preserves the symmetry of the limbs and trunk; revives the spirits; induces deep respiration; quiets excited brain and nerves; makes the joints supple; strengthens the will power; develops power and ease of attention; develops physical courage and self-reliance; gives correct gait; makes one more magnetic; it will increase your usefulness; you can accomplish more; your pleasures will be increased; in short, it means a physical, a moral, a social and an intellectual development.”

Some Points to Keep in Mind

1. In physical education it is necessary to be quite as exact as in intellectual education.
2. There should be the utmost concentration of the mind upon the movements.
3. In order to get the best results a certain amount of interest must be felt in the work.
4. Exercise in the open air is always preferable to exercise indoors.

5. The exercises once begun must be followed up.

6. A graceful and upright carriage in standing, walking and sitting is of the utmost importance.

7. Sit tall, stand and walk tall.

8. Physical education must be regarded as an urgent necessity.

9. Pleasureable exercise is always more beneficial than that we force ourselves to take.

10. Violent exercise, either bodily or mental, immediately after a meal, prevents digestion; gentle exercise assists it.

11. Physical culture should continue through life.

12. The most suitable time for practice is in the morning before breakfast and the last thing at night.

13. Success results only from perseverance.

14. Practice must be carried on with great regularity.

15. Begin with slow movements, then proceed to the more vigorous.

16. The room should be thoroughly ventilated before practice begins.

17. Guard against entire fatigue of the muscles.

18. Use the pauses between exercises for deep breathing.

19. Be content with small results at first.

20. Breathe deeply during all exercises.

21. Strength and ease will come with practice.

22. All tight clothing must be removed; neck, chest and abdomen must be free from pressure.

23. Put lots of snap into your work.

24. Concentration of the mind is one of the most important factors in muscle culture.

25. To practice in a careless manner is a waste of time.

26. Health of body and mind and happiness go hand in hand.

27. Put your will into every stroke.

28. Some form of exercise is absolutely essential to health.

29. There is no royal road to strength; it requires work and application.

30. Breathe—breathe—breathe--diaphragmatically.

¶ The rules and movements given here are not new. They are from the very best authority, have been used for years and have stood the test.

¶ The exercises should be taken from ten to twenty minutes in the morning before the patient is dressed, and the same length of time should be given them at night just before retiring.

¶ **First Position:** The heels should be close together, the knees held well back, and the toes turned out at an angle of sixty degrees. The body straight and inclined for-

ward, so that the weight falls on the balls of the feet. The hips should be drawn back, the chest elevated, the shoulders square, head erect with chin slightly drawn in and crown of head high.

Breathing Exercises

1. Stand erect; force the abdomen out with purely muscular effort then draw it in as quickly as you can with a jerking movement. This is to gain control of the diaphragm and abdominal muscles for correct breathing.

2. Expand the abdomen while inhaling slowly; hold the breath tight, and while holding the breath contract and expand the abdomen forcibly ten or twelve times. This is a cure for indigestion.

3. Inhale forcing out abdominal muscles; exhale and contract them. Let the chest remain passive. Repeat several times. This strengthens the muscles and all the organs in the abdomen.

4. Place hands on sides with a firm pressure, exhale and seem to crush the sides together; keep the pressure and inhale forcing the hands apart. Place hands on back and repeat the same movement. In correct breathing it is quite necessary for all the muscles of the abdomen, sides and back to be flexible.

5. Take first position, wave the arms above the head and at the same time lift shoulders

and torso; inhale and push; lower arms and exhale.

6. Inhale while raising the arms straight above the head, then bend forward until the fingers touch the floor without bending knees. Raise up quickly and exhale the air. Repeat several times.

7. Hands on hips, elbows pressed back, inhale slowly and hold the breath. To pack the lungs take in two or three short gasps of additional inspiration. Lean a little forward from hips and blow out.

8. Extend the arms above the head, inhaling deeply. Lock the thumbs together, lower the body, bending the knees to a sitting position, rise again, and exhale while lowering the arms.

9. Raise the arms, elbows straight, until the backs of the hands meet above the head. Stretch the arms upward. Inhale deeply as the arms go up, and exhale slowly as the arms descend to sides. This exercise may be done rapidly.

10. Raise the chest and at the same time pull down shoulders; relax and repeat.

11. Take first position, the shoulders square, the arms hanging close to the sides, hands clenched; move the head slowly backward and forward, then from side to side, then roll it around describing circle with the head. Head erect, now raise both shoulders, then depress them. Raise shoulders alternately.

Draw them forward and backward first single and then both together. The "shoulder circle" is performed by drawing shoulders upward, backward, downward, and forward. A splendid exercise for the neck, shoulders and chest.

12. Hands on hips, bend torso forward and back from hips; then from side to side; then describe circle with the torso.

13. Clasp hands behind back so that the palms join; inhale and raise arms without loosening the hands; lower arms and exhale. Repeat. This widens the front wall of the chest and aids breathing.

14. Swinging the arms in a circle from shoulder, elbows straight, is also a splendid exercise to develop chest and strengthen lungs. Swing right arm, then left, then both together.

15. Place elbows at the sides drawing the fists toward the chest, then strike out quickly, first with one fist and then with the other, just as though you were punching a bag. Do this many times. Especially good for shoulders.

16. Clasp the hands back of the head, and move the arms from side to side forcibly and with resistance. This loosens the tissues about the shoulder joints.

17. Raise one arm and force it upward while the other is forced downward. Alternate. This stretches the muscles of shoulders, arms and torso.

18. Clasp the hands tightly over the lower part of the abdomen, bend the body forward, keeping limbs straight; inhale as the body descends, hold the breath a moment, and exhale slowly as the body assumes the upright position. One of the best breathing exercises. The stretching exercises are especially helpful for they bring into play every muscle in the body.

19. Stand erect with arms close to sides push up with crown of head, push down with hands and feet, relax and repeat many times.

¶ Extend arms forward in front of body and push as before; arms at sides horizontal with shoulders and push—arms extended over head, reach up and push. Fold arms across shoulder blades, push down with elbows and up and back with crown of head. Fold arms across chest and repeat.

20. Lie on the back, arms close to sides; push with head, feet and hands—relax and repeat. Lift arms until they are on a level with the shoulders and push as before. Throw arms above head and push; relax and repeat.

21. While sitting in an arm chair, straighten the limbs, grasp the arms of the chair, and raise and lower the body slowly. Then try to lift the chair from the floor while sitting perfectly rigid. This exercise will broaden the chest, back and shoulders, and make a graceful neck line.

22. Lie flat on the floor with the body

stretched and perfectly lax. Then with the arms folded across the chest, come up to a sitting position, keeping the feet on the floor. One of the best exercises known for reducing the abdomen, and strengthening the abdominal muscles.

23. Stand erect. Make the arms rigid, holding them straight out from the sides of the body then rotate them in a circle. The movement is from the shoulder. Repeat the same exercise with the arms in front of you, then with them behind your back as far as you can reach, then straight over the head. A good chest exercise.

24. Take first position—torso erect, advance the right foot and bend the right knee forward until the left knee touches the floor, and quickly spring back to position. Alternate. An exercise for the limbs.

¶ The relaxing movements must always be taken last.

25. Relax the muscles of the neck and let head fall forward on chest, then backward, then to either side; then let head roll around with neck muscles perfectly relaxed.

¶ Raise the shoulders high, relax muscles and let them drop.

¶ Raise the right arm over head, relax from shoulder and let it fall of its own weight; same with left arm; same with both arms. Bend forward; let the arms hang perfectly relaxed;

¶ Stand with one foot upon an ottoman;

relax the muscles of the other leg by swinging it backward and forward; alternate.

Walk around the room with muscles of the entire body in a relaxed condition.

¶ Many more exercises could be given, but these are the fundamental ones and are bound to be helpful if well worked out.

LESSON XVII.

DRESS AND APPEARANCE.

¶ A great business man has said, "A good appearance wins half the battle." Another prominent business man puts appearance at the head of every other quality of man, as a business-getter. He even puts it ahead of education. What he means is that a man may have every mental and moral quality developed to the Ph. D. degree, but if he dresses his body in a slouchy, seedy, careless attire he is simply down and out at the beginning. No one will listen to him.

¶ In considering this very important subject of dress and appearance, I do it knowing that its value to the Salesman is incalculable. In order to make the subject perfectly plain as well as thoroughly practical, I want to consider three points in this connection; man, his personality and his dress. The central figure of the three is man. Let us bring him out on the stage so that we can look at him before the foot-lights. As he appears, you notice that he is a youth in his teens dressed as a farmer. He is simply an undeveloped farmer boy wearing blue overalls heavy shoes, and a duck coat. His face is boyish and betrays no intellectual development. He has no striking personality. His dress, appearance, and personality would not

give him entrance into any great business house on a matter of business.

¶ But let us draw the curtain and let the miracle of years do its work. Thirty-five years have passed, the curtain arises, and behold there stands before us America's foremost statesman, William McKinley. His personality is predominating; his dress is immaculate; his appearance betokens the first man of the nation. What magic has worked this change? Two prominent changes stand out boldly before the casual observer. His personality has undergone a change and so has his dress. He is the same man whom we saw as a boy, thirty-five years before, but a seeming revolution has taken place in his life and this revolution has given him a splendid and striking appearance. His final appearance, then, is the result of two things, **dress** and **personality**. Dress and personality are, then, the two supreme subjects for consideration in making a good appearance. In the lesson on the Development of the Personality we showed how the personality is developed. That has reference to the inner man. In this lesson we discuss dress and some aspects of man's physical being. This has reference to the outward man. When the personality is properly developed and due consideration given to the dress and outward appearance we have then what may be termed a "pleasing personality."

¶ We wouldn't give such serious consider-

ation to this somewhat commonplace subject if we weren't continually meeting Salesmen who are failing to do business, and to save their lives don't know why. The facts in the case are that their dress and general seedy appearance are so repellant that they could not possibly present a favorable appearance with people who are intelligent enough to desire to buy. I have seen Salesmen attempt to do business when their general appearance was disgusting. No self respecting man or woman will buy from such a Salesman. Note this: It is human nature to want to buy from people who seem prosperous, and who know their business so well that they delight us and make us feel that it is a real pleasure to buy from them. Nothing succeeds like the appearance of success. It pays to be a gentleman in every sense of the word, and I assure you **no gentleman will inflict his presence upon the public while wearing a dirty collar, finger nails that are decorated with mourning, or clothes that are soiled.** You have often heard the statement that clothes do not make the man. This is only a half truth. Paint does not make the picture but there would be no picture without the paint.

¶ Let me ask this question. What is an individual's conception of art? A beautiful picture delights the eye of an art critic, not necessarily because of what is in the picture, but of what is in Himself. His inner life is

trained to respond to the beauty without. Anything there which is ugly is distasteful to him. Beauty or ugliness, then, is a matter of inner taste. The man of refined taste is dissatisfied with ugliness in any form. He simply will not endure it. The man whose sense of taste is not developed sees no difference between beauty and ugliness. Such a man is unfit to mingle and do business with people of refined tastes and cultured manners. He does not realize that they are shocked and disgusted and cannot possibly bring themselves into a mental attitude of willingness to buy from one who makes himself so inferior. Let us believe, then, that a man's personal appearance is an absolute index of his inner refinement and taste, or of his lack of these things. If any man lacks outward taste it is an evidence that he lacks inward taste and is thereby at once disqualified from doing anything but a low grade of work.

¶ I do not mean that a man must be richly dressed. His clothes may be old, but they must be clean and pressed. His shoes may be pretty well worn, but they are always polished if worn by a man of refinement. The man of discerning taste never wears a collar more than one day. Colored cuffs may be worn longer without showing any evidence of being soiled. And what about the teeth? I know a preacher-student—I have known him for the past six years, and during all that time I

have my doubts as to whether he ever cleaned his teeth. A message which comes through such teeth can have no good effect upon a refined person. Every time I see that man I think of his teeth, and it almost affects my stomach. A dentist would clean those teeth for a very small sum. The teeth should be examined by the dentist once a year and cleaned that often if they need it. The teeth should be washed as carefully every morning as the hands or face. Some good tooth powder should be used.

¶ When a young man goes into an office to apply for a position, he is instantly scanned from head to foot as critically as an artist scans a picture. It doesn't take long to do it. One sweeping glance of the human eye takes in the whole man. Here are some of the things an employer likes to see: Polished shoes; a well-made, neatly-fitting suit, pressed and brushed; a necktie that isn't wrinkled; clean collar and cuffs—and notice this, the collar must not have any of the corners chewed as if the rats had been after it. Such a collar would be unpardonable. He expects to see clean teeth, a clean-shaven face, and hair properly trimmed and combed. He doesn't expect to see any dandruff on the coat collar; neither does he expect to see a cigarette stain on the fingers—either would be intolerable. He also expects to look into a frank, honest face and eye.

¶ Is it necessary here to warn young men against smoking when going into an office in search of a position? It certainly ought not to be necessary but unfortunately it is. In the first place a great many men are prejudiced against tobacco, and a man in search of a position should be careful not to arouse any prejudices. Scores of men have come into my office in search of a position, deliberately puffing a cigar. In my mind these men were absolutely impossible before they had spoken a word. If a man wants to smoke let him do so in the privacy of his own room. A man doesn't eat candy or apples in your office, neither does he bring along a sack of lunch to eat while asking for a position. No gentleman will do any of these things. He will smoke, as well as eat, in his own room. I have very clearly in mind a man of thirty-eight or forty years of age who came into the outer office one day and waited his turn for an interview. A very brilliant young man, a friend of mine, was closeted with me at the time, and he said he must leave so I could meet the other man. I told him not to hurry, as I couldn't employ the other man anyway. In surprise he asked why. He knew I hadn't met the man. I said: "You may have noticed a minute ago that when my door was partly opened to ask me when I would be ready, I got a glimpse of the man with the hat on the back of his head

and puffing a cigar which was pitched at a reckless angle. "The man," I continued, "who comes into my office smoking, is impossible." "Will you tell him why you won't hire him?" he asked. "No," I said, "that isn't my business." "Well, somebody ought to tell him," he said. This lesson, I hope, will help such men.

¶ The man came in and I had a talk with him. He had been a country editor and failed. He had worked on the Chicago Record-Herald. He had worked on another prominent daily. He had sold encyclopedias. He had solicited advertising for two or three papers and had sold several other articles, and judging from the standpoint of experience he ought to have been qualified to make a great success. But it was evident that he had failed at his other positions and was failing then, and wanted to start at something else. The cigar which he brought into the office was simply one straw, a finger-board if you please, telling which road he was traveling. Why are so many men failing? Gentlemen, I tell you to look out for the little things. If you are not succeeding look yourself over, and determine to pull up the weeds at any cost.

¶ Another man came into my office looking for a position. He told me he was a doctor and a college graduate, but he wasn't making money enough at his profession to support his

family and keep up appearances, in spite of the fact that he had money to burn in my presence. Why was he a failure.? No sick man or woman wants a doctor who will come into a sick room smoking, and the man who will go into your office with a lighted cigar in his mouth will smoke without permission in any room in your house. We must look out for the proprieties.

¶ A Salesman should give some time every morning to the care of his hands. What was all right on the farm will not necessarily do when you are selling goods. Carry a finger brush with you—one with a rounded or concave surface has given me the best satisfaction. By soaping this and using it you can clean your finger nails perfectly every morning. When you point to your goods, if your finger nail is dirty your customer looks at that rather than at the goods.

¶ In considering this subject I am paying attention only to those things which are absolutely necessary. It is not the province of this lesson to tell you what kind of clothes to wear, or how to conform to certain styles. You can hunt up a magazine which has a department devoted to this subject. But after all, every man should make certain styles conform to his own make-up. What looks well on one man may not look well on another. A black suit looks well at any time, and it can be appropriately worn by a man of any size

and complexion. A word here in regard to the price of clothes is not inappropriate. Never buy cheap clothes. They are dear at any price. One \$40 suit is better than two \$20 suits. It always looks well, even when it is nearly worn out, while the \$20 suit seldom does. The \$40 suit is usually well-cut, while the cheap suits are not. No suit looks well unless it fits its wearer. A business man should have two or three business suits. He should never hang them on a nail but on suit hangers. In this way they will retain their form. Trousers should be hung upon a frame at night. If they are they will look very well if pressed only once a week. In an emergency, a good many Salesmen use this method of pressing their trousers. They dampen the edges and lay them on the carpet at night. They put a dry towel on top of them to absorb the dampness, and then lay their suit case or cases on them. In the morning they are well pressed.

¶ The Salesman should avoid anything flashy in the way of dress or jewelry. If he is dressed in such a sensible way as not to attract attention, he will know that he is quite well dressed. Bright or flashy colors are never appropriate. The style of collar you wear will depend more on your own individual taste than on any prevailing style. Of course a collar shouldn't be so high as to attract attention. The main thing is to have it clean.

I met a so-called Salesman recently who was having bad luck. His collar showed it. It was an old standby—he must have worn it for a week before I met him. The next day I saw him again. His luck was the same and so was his collar. I mentioned it to him. He simply hadn't thought about it. He was so busy working out arguments that he simply left himself and his appearance out of the question. Ah, my friend, you are the biggest part of the show after all! Dress so tastefully that your appearance will be pleasing to every one. Make it a study. Everybody immediately respects the well-dressed man. The man who is well-dressed is bound to respect himself. The man who is poorly dressed is bound to be sensitive and lose respect for himself, if he ever had any. You can't respect yourself unless other people do, and other people will not respect you unless you first respect yourself, which you cannot do if you are not decently dressed. Dress a man in rags and he feels like a tramp. Dress him in good clothes and it immediately changes his mental attitude. Before he looked down, now he looks up. If you want to act the part of a gentleman, dress like a gentleman and you will soon get into the proper frame of mind. When you go out on the street well dressed you will instinctively feel like straightening up, drawing in the chin, and expanding the chest.

¶ It ought not to be necessary here to say

anything about cleanliness of body. The lesson on health should cover that. For fear it won't I might suggest that a Salesman should wash his entire body every day. If that is absolutely impossible, some days, he should never fail to wash his feet anyway. Two days' tramping around in the summer will generate such a condition of affairs that the very atmosphere for six feet around you will be "fragrant." Can you expect to sell any goods when your customer is made painfully aware of this state of affairs with every breath he inhales?

¶ I don't know how the Salesman who has a bad tobacco breath can hope to do much business with anyone who does not use tobacco. Bad teeth are sometimes the cause of an offensive breath. Whatever the cause may be it should be looked into and remedied. Possibly many Salesmen who have a bad breath don't realize it. I think every Salesman should ask his friends in regard to his breath. They will tell him if asked, but not otherwise. You know our friends will very seldom tell us about our faults or idiosyncrasies. I can end this lesson very well by quoting the following from a writer in "Success." "I know of a firm which discharged a young man who had been in their employ a long time, because he was so seedy. He was never tidy in his personal appearance. This firm advertised for some one to take his place,

and out of forty applicants one young man was asked to call again. 'Did you observe his neatly fitting suit and tie?' asked one of the partners after he had gone. 'How nicely his boots were polished and how tidy he was!' The young man's references were looked up and he was engaged the next morning. Several of the others might have been better men for the place but the first impression is every thing. Many a young man has walked the city for months trying to get a situation, who might have found one in three days had it not been for his forbidding personal appearance, his seediness. No firm wants a seedy man about, and in this land of opportunity the cases are very rare where the poorest boy or man needs to look seedy. It is very difficult for a shiftless, seedy man to retain self-respect, and no one wants to employ anyone who has not self-respect enough and respect enough for those about him to present a neat and tidy appearance. The clothes may be threadbare and even patched, but if they are well brushed and a man has clean linen, and is clean himself, and has his shoes polished, his hair well brushed and his nails clean, he will command the respect of everybody. The business man has learned that the young man who does not appreciate the necessity of dressing well and presenting a good appearance is likely to do his work in the same slipshod way. A young man is under obligations to his business asso-

ciates to dress nicely. He owes that to them as a matter of courtesy.”

¶ Remember this one thing, if you forget the rest of the lesson. If you go into an office to apply for a position and look seedy, but have the brains of a Napoleon and the character of a Saint Paul you simply will not be considered. You will be turned down and out without the courtesy of an interview, and why? Because such a man is impossible in the eyes of a business man. The man who is slipshod in his dress will be slipshod in his work.

¶ The individual who pays attention to the little niceties of dress and appearance is unconsciously developing a fineness, a kindly sympathetic spirit which is day by day growing into a splendid manly character.

INTRODUCTION

¶ It may be very interesting and entertaining to listen to musical productions by the greatest living artists. It may satisfy our curiosity somewhat to view the instruments they use or to see with our own eyes the musical compositions which they translate with such wonderful effect; but outside of the inspiration of their work it will have little or nothing to do in helping us to become finished musical artists. However great the natural talent, an analytical study, plus the practice of all the elements of harmony and musical composition and execution, is the only road to the production of a great musician.

¶ The business world to-day is in tremendous need of numbers of really finished artists in the line of business correspondence.

¶ The scarcity of such artists may be chiefly accounted for by the fact that their production has heretofore been an entirely hit-or-miss process.

¶ It is with great satisfaction that we offer our students this lesson, or series of lessons as it really is, in business correspondence. The analysis and synthesis of the principles involved are given to the business world for the first time and represent the birth of a new science—that of business correspondence. The science being yet in its infancy, must of necessity become much more highly perfected

and developed with further time and study; but that it will be both a revelation and a god-send to many who are to-day struggling with this problem, we feel assured. Mr. Terry, the author of the lessons, is considered by competent critics to be one of the most expert and thoroughly original business correspondents in the country. The different types and factors analyzed and discussed are born of practice, not theory, and have been tried out in the crucible of business results.

¶ The mutual desire of the author and the school is that these lessons may furnish the seed which will develop a more efficient type of business correspondent, and by so doing, be an immeasurable boon to thousands of young men with latent talents for correspondence work, as well as to the business world at large.

LESSON XVIII.

BUSINESS LETTERWRITING.

BY J. G. TERRY

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INTRODUCTORY

Business Letters should Be Written for Results Language is simply a means of conveying thought, and its object in the business world is to produce action.

A letter which is a finished literary product may no more produce the results desired in business than a polished elocutionary product will sell a bill of goods. Neither will good business-getting ideas poorly expressed in a letter get results, any more than a halting argument by a man who knows his goods but hasn't learned how to state his proposition convincingly.

Arrangement must be Logical Logical arrangement of a letter is just as necessary as a logical talk. It is primarily an argument on paper for the purpose of producing conviction. In every business letter you are aiming at a certain result and every effort must be centered on the end in view. If you are out for pleasure, a rambling drive among the hills may be just what you want, but if your object is to reach a certain definite place without loss of time or energy you take the straightest road and the best method of conveyance to get there. The

more rambling a personal letter, the more delightful it may be; but a business letter should be the straightest line between two points.

Originality a Prime Essential It takes originality to write a letter that will fit the case and produce results and the only way one can develop originality in letter writing is to train the mind to think into every situation analytically, and discover first of all just **what** is needed and **why** it is needed. There comes the further necessity of knowing **how** certain methods will fit certain situations and **why** they will do so. Then it becomes easy and natural to work out an original method based upon these principles which will fit any special situation that confronts you.

Life and Character of the Letter Business letters must have life and ring and snap. A sleepy, lifeless Salesman won't sell goods. A sleepy, lifeless letter is even more useless, if possible. Energy and keen thought in a letter are first essentials: words are next in importance—forceful, expressive words—words that slip into place with a snap—earnest words—words that carry feeling. The choice of the right word in a sentence often marks the difference between making the impression you desire and missing it. The business letter writer **must study words**. They are the tools of his art.

Expression Then it takes much study and practice to make the most forceful combination of words to best express certain ideas. One of the most successful of American authors, whose books have been translated into several languages, states that she has spent years and years of study in perfecting the best method of expressing certain ideas that she wished to so impress upon her readers that they would "reach in" and take hold of their consciousness and "stick." It takes thought and study to produce effective combinations of words. It is necessary to know what **effect** you want to produce in your letter, **why** certain ideas well expressed will naturally produce the effect you are after, and then **why** a certain form of expression will best make those ideas "take hold."

Salesmanship Underlies Successful Business Letter Writing For this reason the business letter writer who understands both the theory and practice of Salesmanship is at a great advantage. In fact to be most successful he **must** understand the theory of Salesmanship, and the more practice he has had in its application by personal method the more skillful he should be in translating the theory into convincing arguments through the written page. It goes without saying that a business letter should be grammatically correct. Unless the expres-

sion of the idea seems to absolutely demand it, avoid long sentences. See that your letters are not overpunctuated, which will have a tendency to weaken their force—but on the other hand they should be punctuated carefully with reference to the thought so that every shade of your meaning will be clear to the reader. It is supposed that no one will attempt expert business correspondence who has not first mastered the rules of grammar, punctuation and good English. They are fundamental. These lessons are not designed for that class of instruction.

¶ Avoid rhetorical climaxes except when they may be occasionally allowable in the inspirational form of letter. Clear, direct statements are what you want. Study—study and think to work out for yourself combinations of words which are not stereotyped, but which may be a little bit unique and at the same time expressive and carry force and meaning.

¶ The prime object of a letter is to create between yourself and the person you are writing a sympathetic, mutual interest in the subject of your letter. That thought must be uppermost in your mind and every idea expressed, every combination of words used, should bring you a step nearer to that end. The essential steps in Salesmanship in reaching the reason and appealing to the emotions must be clear in your mind.

General Conduct of Business Correspondence

In conducting the general business correspondence of a firm, a great variety of situations will arise and the letters called for to meet these occasions may be classified and analyzed under different definite headings.

¶ These headings will indicate the general analysis necessary to determine both the general nature of the letter required to meet the situation, and also the different elements which will have a bearing upon the construction of the letter to make it most effective.

¶ The actual method of the routine work in handling business correspondence must be determined by the nature of the business, the facilities at your command and to some extent by your individual preferences. Whatever the variations in method, however, a few essential points must be kept distinctly in mind. If an assistant opens and sorts the mail and removes enclosures such as remittances, orders, etc., careful notations of all such enclosures should be attached to the letter that you may be acquainted with these at a glance. If it is known that a certain class of letters demand your first attention and your assistant sorts the letters accordingly, you will of course turn your attention to these first. If you do your own sorting and classifying, you will arrange your letters in groups as you glance through them. One group will contain those letters

which require reference to back correspondence, order files, records or some information which will require looking up. This group may be subdivided in various ways; some letters may be more urgent than others and the information required may have to be secured through different clerks or departments and so far as possible, should be classified accordingly. One group will naturally contain those letters which can be answered immediately and directly, and another those which will require more time for consideration and reflection.

¶ As letters are read, a mark should be made on the margin opposite each point to be noted in reply, both to avoid the danger of overlooking it and to save time when replying.

¶ The man who handles a heavy correspondence each day cannot put a great amount of originality in each letter, so it will pay him to put much careful thought and study on several general methods of handling different classes of situations that arise. These he may accumulate as "form" letters to serve as a skeleton work about which to build difficult letters from time to time. Starting with an idea which will fit the case in hand, and given that idea, couched in the most expressive way which your previous ingenuity could work out, it is much easier to construct a difficult letter, particularly if you are under the strain of a large volume of

correspondence. Inspiration born of knowledge and experience will many times produce the best possible letter to suit the occasion, but it cannot always be depended upon. One thing which must be carefully guarded against is the duplicating of ideas and expressions in important letters to the same individual. An exception to this might be the repetition of a certain sentiment for effect, as the trade mark is used in advertising. It should be an inviolable rule to clear the desk of all correspondence each day unless the volume on some particular day necessitates carrying part of it over to the next.

¶ Any line of business correspondence may be analyzed and classified under the three general heads given below. The various types of letters arising in the course of correspondence as well as the numerous factors which determine the general nature and style of your letter may all be considered and discussed under one of these heads.

¶ We might express the three general divisions here made as, first, "initial correspondence," the securing of new business—or its birth; next, under "early correspondence," the nursing of new business until it becomes well established; and finally under "regular correspondence," the judicious handling of fully established business.

GENERAL CLASSIFICATION.

1. Initial Correspondence.
2. Early Correspondence.
3. Regular Correspondence.

Classification of Letters According to Types The letters arising under the three general divisions of business correspondence may be analyzed and classified according to several distinct Types as follows:

1. The soliciting or **Business-getting Letter**, for the purpose of securing new business.
2. The **Diplomatic or Interest-arousing Letter**, written in response to inquiries.
3. The **Letter Acknowledging an Order**.
4. The **Letter Replying to a Complaint**.
5. The **Specific Reply**, which may not be confined to a single subject.
6. The **Money-getting or Collecting Letter**.
7. The **Inspirational Letter**, written for the purpose of enthusing and inspiring Salesmen.
8. The **Letter introducing a New Subject or Presenting New Matter to Old Customers or Old Representatives**.

Classification of Factors During the course of general correspondence in handling business already established, as well as in all correspondence where your knowledge of the person you are writing is sufficient, the various factors which will determine the **tone**, **quality** and **method** of your letters may be analyzed according to the following general outline:

- | | | |
|---|---|---|
| 1. Length of Association as | } | Customer or Representative. |
| 2. General Attitude of Customer or Representative | } | Cordial and Loyal or Grouchy and Hard to Handle. |
| 3. Profitable or Unprofitable | } | Customer or Representative. |
| 4. General Disposition of Correspondent affected by | } | a. Occupation.
b. Age.
c. Nationality.
d. Education.
e. Environment.
f. Business Experience.
g. Prejudices. |

Discussion of General Classification 1. **Initial Correspondence.** Initial correspondence involves the soliciting letter and all features of the correspondence growing out of the soliciting

letter until the business is secured. In initial correspondence you **may** not be able to get all the previous information you desire about the person you are writing, but you **should** get information on every point possible. Upon information thus secured your judgment as to the special nature of your letter must be based. The general nature of an initial letter should be determined, first, by the class to which he belongs, and, second, by his individual peculiarities as you form your judgment of him. The particular features of the letter will be determined by whether you are addressing your correspondent simply as a representative of a class or as a particular individual in that class. Soliciting letters really require in their perfection the most highly developed art of Salesmanship on paper. They will be discussed especially under the head of "Soliciting Letters."

¶ 2. **Early Correspondence.** In early correspondence the chief aim should be to establish perfect confidence and to increase and cement the interests and desires of your customers or representatives to continue business relations with you. Salesmanship—the tactful method of keeping your customer in the right attitude toward your proposition—again plays an important part here.

¶ The vigor and life which are so essential in these letters will be determined not only by your enthusiastic knowledge of what you

are writing about, but by your own qualities of mind and heart—those positive qualities which put ring and snap and conviction into what you say. Whole-hearted sincerity can send its breath out through the pages of a letter just as truly as in a personal interview.

¶ 3. **Regular Correspondence.** Regular correspondence demands a wealth of detailed information on every point involved. If you think that you can handle the regular correspondence in the daily routine of any business, and handle it **right** and at the same time have a snap, you are very much mistaken. Every individual letter must be carefully analyzed with reference to the effect you are aiming at. Every reply should be definite and specific with relation to the letter received. General wording and obscure references must be strictly avoided. Be frank and open. Be free and ready to admit any error or oversight. Nothing so inspires confidence as a frank admission of an error and a readiness to make amends. The fellow who is known to always “play fair” gets into the least difficulties. This is an excellent point to remember in conducting a general business correspondence. Do not overlook the most trivial matter. If you cannot answer it satisfactorily, say so frankly. Give a reason for everything when at all possible. An oversight may be unintentional, but it tends to excite suspicion that you have reasons for not

answering that particular point. Let your letters always radiate and inspire perfect confidence. It allays friction, generates goodwill and is the basis of big results.

Discussion of Length of Association. The **Classification** length of association of either as customer or representative has an important **Factors** bearing upon the vein in

which your letter should be written. With established customers and old and trusted representatives it is not amiss to let a hint of good fellowship creep into your letters occasionally. In business letters this should of course be limited to the spirit and manner of your expression rather than to any real difference in the matter of your letter. Where your business relations with a correspondent are comparatively new, a spirit of painstaking care on your part in looking after his interests and wants, should be apparent in your letters; and also a keen interest in him and a readiness on your part to serve should be expressed.

General Attitude Toward you or the Firm. 2. It is very necessary that this point be fully appreciated in business correspondence. The one who has charge of correspondence, has in his power more than anyone else, the control of the attitude of a customer or representative. Shipping clerks and various employees may be responsible for errors and be the direct cause

of grievances and ill feeling on the part of the person you are writing, but to your lot must fall the adjustment and rectifying of all these matters. And the painstaking interest, the kindness, the justice and the spirit of general fairness shown in your letters will be reflected back by your correspondent. Like the incident of the prodigal son, the one who is out of sorts for any reason is the one who demands on your part the greatest kindly interest and most genuine spirit of helpful service.

Profitable or Unprofitable Customer or Representative 3. Naturally it would not be good business policy ordinarily for a firm to continue business relations with a customer or representative where the association was unprofitable. But it does not always fall to the lot of the one in charge of correspondence to dictate whether such relations shall be continued or severed, and sometimes there may be reasons for continuing such relations temporarily at least. It, however, demands a careful analysis of the situation to determine why relations are not satisfactory financially. As correspondent it is possible for you to have much to do in righting them, and where it becomes known that such relations are unprofitable, a painstaking analysis of conditions is imperative; and if tact and ingenuity can reverse conditions you can shut up an avenue of loss and

add an avenue of profit which is equivalent to adding another to neutralize the loss on this one and then still another to make a like profit. Then, too, if relations are severed you cut off the loss, but other relations must be opened up to add the profit. When you can change loss into profit you are killing two birds with one stone.

General Disposition of Correspondent. 4. The analytical outline here almost explains itself. Illustrations, suggestions and lines of argument, must consider the "habit of thought" of the one you are addressing. The habit of thought is determined largely by the **occupation**. The style and general method of your letter must be governed largely by the **age** of the person written. **Nationality** also governs habit of thought; the Irishman and the German may arrive ultimately at the same conclusion, but it will be reached by different methods of reasoning. The German is more likely to reason slowly and logically from cause to effect, while the Irishman's conclusions may be greatly biased by his emotions, his sentiments, and he may jump to the point of the situation without the slow process of reasoning. If you know national temperaments, you know their sensitive points and how to appeal to them.

¶ The **education** of the person you are

writing to should not especially affect the wording of your letter. That should be simple, keen-cut and direct, whether you are addressing the president of a great university or the man who does his janitor work; but the ideas you present, the references you make, the plane of your thought, the line of your reasoning must consider particularly the education of the other person. Education is a matter both of general information and the training of the faculties. So what you say to a man either by word of mouth or by letter, must touch his experience, must refer to subjects that he knows something about, and must appeal and arouse to action those mental faculties and emotions which give him the keenest satisfaction. Your logic must fit **him**. The strength of your medicine must suit his mental fibre.

¶ The question of **environment** is closely related to both education and occupation. But there are sectional peculiarities and prejudices which are strongly marked. Sometimes these prejudices are local and bounded by a small radius. If you know these, you know sensitive points which it is fatal to touch as well as the most vulnerable point to bring out the response you are after.

¶ The **business experience** of a man is only another phase of education. With the experienced business man you can appeal to his knowledge of various situations or methods.

and to his judgment as based upon what he knows. With the man of slight business experience you cannot do this. There is no use trying to prove or illustrate a point by something that is foreign to the person you are writing.

¶ A man's **prejudices** may take on many phases both general and personal. The more you know about them and, unless the prejudice is distinctly in your favor, the more you avoid any reference to them, the better. Make him forget them and gradually undermine them by leading him away to adopt other views which are contrary to those which caused his prejudice.

Soliciting or Business-Getting Letters When getting out this kind of letter, remember first that you are writing the letter for the other fellow, not for yourself. The letter when completed may tickle your own vanity by being a beautifully polished, finely rounded literary product, but if you are after results, you can hardly afford to write for your own entertainment. Just push the old truism—"self-preservation is the first law of nature"—into the forefront of your mental vision, and then remember that first of all it's the other fellow's preservation that **he** is thinking about—not yours. It is **his** needs that interest him. It is **his** troubles that worry him. It is to fulfill **his** ambitions

that he gets out of bed at five or six o'clock in the morning and hustles till ten at night. It may seem like subtle flattery to keep yourself in the background and devote all your attention to his needs, worries, desires and ambitions, but it embodies the whole art of ingratiating yourself with him and making him feel your sincerity—and, moreover, it is good business—it is the first vital principle in Salesmanship.

¶ “Put yourself in his place” is the motto to keep in mind. Then when you feel yourself in the other man's place your question is what would touch a responsive chord in your heart, and you must ask yourself some of the following questions: “What problems are worrying me from day to day that I would like to have solved? What burdens that I would like to have lightened? What cherished ambitions that I long to have fulfilled but hardly dare to suggest even to myself? Wouldn't a suggestion of genuine help in meeting them **arouse my interest** quicker than anything else?” Then turn the tables.

¶ A business-getting letter should be chock full of Salesmanship and nothing else. Its efficiency will depend somewhat upon its novelty; it will depend absolutely upon how gracefully you drop down into the other fellow's home or factory or office and pick up something that gives him great concern—some problem that worries him from day to

day. In this, as in all others, the more you know about the person you are writing the better. You can then make your letter touch the individual. If you haven't this personal knowledge, you have to judge a man and his characteristic needs and desires by the class to which he belongs. The different steps in a business-getting letter or series of letters are identically the same as in making a sale personally, with this exception: you may make a blunder in getting the attention of a man when you are right on the ground and if you are quick-witted you may possibly regain the ground you have lost, but if you blunder in getting a man's attention in a soliciting letter, into the waste basket it goes without further parley, and your opportunity is lost.

¶ If you want to get the attention of a lover of fine horses, just lead a beautiful specimen of horseflesh right up in front of his eyes. You've got him sure. When you want to get a man's attention by correspondence, don't beat around the bush but right in the very first lines of your letter lead up before his mental vision, the very thing that you are most sure will touch a vital spot, will make him take notice, and show him that you understand that problem perfectly and take a genuine interest in it. You thus secure his **attention**. He is willing to look over the fence and see what sort of chap you are anyway. He is just a little curious to know what you are go-

ing to do about this problem of his. He becomes **interested**. You next state specifically that you are in position to take care of his problems for him, and offer him satisfactory proof that you can. You produce **conviction** on his part. Your next effort in the letter should be to give him a clear-cut outline of a plan to help him solve this problem. You awaken his **desire** to have his difficulties taken care of in so satisfactory a manner. Your closing paragraph should be so skillfully worded, so clear-cut, so logical and so vigorous, as to arouse him to immediate action to give you his order or his patronage. The same tactics may all be embodied in one letter or in a series of follow-up letters if the method is to be more elaborate.

¶ Soliciting letters, bringing your proposition, as they do, before the mind of the person you are writing on this subject for the first time, must take into consideration two things especially: first, the size or magnitude of the proposition and, second, the habit of thought of the person you are writing. For instance, a proposition involving a large money consideration necessitates a much greater wealth of correspondence than where the money consideration is small. It will require a more vivid and more detailed picture to arouse the desire and more evidence to produce conviction. The idea will have to be held before the mind longer and made to sink

in deeper to produce a resolve strong enough to overcome the natural disinclination to part with a larger sum of money than the ordinary. The value you offer in return must be indelibly impressed upon the mind of your prospective.

¶ The habit of thought of the person you are writing is determined to some extent by his age, education and general environment, but is more largely determined by his business—his occupation. The thoughts and ideas which are more generally in his mind are those which refer to his every-day problems. In arriving at any conclusion, a man always starts with the ideas with which he is familiar and reasons toward any new proposition coming before him. If there is little or nothing in the new proposition that touches his previous experience it will not fit in with his ideas or "habit of thought" and will fail to impress him. We must reach a man's consciousness through his intellect—and we must know something of the habitual workings of a man's intellect if we are to give him ideas that will fit into the grooves of his mind that have been shaped by his own every-day thoughts and ideas.

¶ If you desire to interest a college professor and a farmer in the same identical proposition, the ideas in your letters and the manner in which they are couched should ordinarily be quite different. Their measure of value is likely to be determined according to

widely different standards. The nature of the products in which they are accustomed to dealing is not at all similar. The ultimate financial value of your proposition may be just as attractive to one as the other, but your illustrations to have the most weight must be in terms that they are most familiar with in their every-day experience.

¶ Again a business man engaged in a multitude of transactions every day wants his arguments boiled down; while a farmer accustomed to reviewing his transactions more casually is likely to be more strongly impressed by a detailed argument.

Points to Remember in Connection with the Analysis of Letters Any cause or series of causes tend to produce certain results. Those results may not necessarily follow on account of a series of counter causes which neutralize them and perhaps produce other results. But to use every cause which will tend to produce a certain effect and to guard as far as possible against other causes entering in to prevent the effect we are after, must be our aim.

¶ In the analysis made of the various letters used as illustrations we endeavor to show the **tendency** of the various methods and tactics and to indicate the natural and probable result of a certain idea or series of ideas expressed in a certain manner.

The "Habit of Thought" So-liciting Letter The two letters following immediately in the text are for the purpose of illustrating "the habit of thought type" of soliciting letter. The hypothetical proposition on which they are based is that of a telephone company which is putting in an exchange in the town of Collegeville and in the surrounding rural districts. Their solicitors have made a canvass both of the town and country surrounding and have failed to secure the subscriptions of a few prominent citizens both in the town and on the proposed rural lines. The town derives its name from a college located there and which is the center of the life of the community.

¶ Prof. Johnson is prominently associated with the college and has not yet subscribed to this telephone proposition. John Simpson is a substantial farmer who has not subscribed evidently because the value of the proposition has not appealed to him strongly enough. The proposition is the same. The occupation and habit of thought of the two individuals are widely different. The intelligence of the two may be equal—their education and general knowledge is likely to refer to very different subjects and consequently the particular subject with which each is most familiar will be most likely to be in his thoughts.

Letter To Prof. Johnson

Prof. Andrew Johnson,
Collegeville, Ill.

Dear Sir: Napoleon says "fifteen-minute periods have decided all the great battles of the world." The fifteen minutes that are not spent by a pupil in the preparation of his lesson marks his failure and adds to the burdens of the teacher. With all of us it is so often true that just fifteen minutes for preparation would decide for us favorably the battle of tomorrow—just another fifteen minutes or half an hour extra so that we might attend to some things we are now obliged to let pass entirely, or do better and more thoroughly what we now have to let go through, with very little attention.

In the nature of your work there in the college, many personal interviews are necessary, many things come up which you have to attend to in person, and often on short notice. Have you ever thought what it would mean to you if you could save the time now necessary in making all these interviews in person? We feel sure that you fully appreciate such a saving of time and that it may often have occurred to you how much the time thus gained would mean in your work.

"If I only had time enough!" Yes, time, that's your problem. It is ours. It is every-

body's. Not a question of what we might do if the day were only stretched out, or that would be only vain wishing, but a question how we can save an hour some way out of the twenty-four at our command. Yes, that's the problem; if we could only gain an hour a day!

Possibly you may have been advised of the fact that we are arranging to put in a complete telephone exchange in connection with all the departments of the college and with various persons with whom your work brings you in contact each day. You can readily see what the introduction of a telephone in your home would mean to you in the saving of time in your daily interviews with the people you must communicate with. We presume it has often occurred to you that the quality and value of your services, situated as you are, must be determined largely by the product of your brain, and that this is again governed by the amount of time and thought which you can give to your work from day to day. Would not the increase in time at your command, the additional thought and energy you could give your work by the introduction of a telephone, be of great significance to you? Very likely you have already decided to put in a telephone as soon as our exchange is in operation there, but we are writing you this letter in order that you may fully understand that we have investigated and thor-

oughly appreciate the needs of our patrons, and that our sole desire is to serve them to their greatest advantage. We shall be pleased to be advised of the fact by return mail that you wish a telephone connection made in your residence so that we may have our records complete of the necessary work to be done in connection with putting in our exchange in the college and vicinity.

Awaiting your reply, we are,
Yours to serve,

Analysis of Letter to Prof. Johnson.

The attention of an educated man, a student of history, will naturally be arrested by a reference to a character of such world-prominence and fascinating history as Napoleon. His life and his statements have furnished the basis for much scholarly discussion. His name is the first thing mentioned. His view of a certain vital principle in individual and national progress follows.

The statement itself touches a responsive chord in the heart of any ambitious man—a reference to a great purpose to accomplish and the relation of the element of time to the accomplishment of that purpose. An emotion is aroused that opens up the way for another entering wedge. That wedge is the reference to a daily annoyance—lack of preparation on the part of his pupils—caused by what?—a lack of time on their part or failure

to use it intelligently; another suggestion as to added satisfaction he would derive if ALL TIME were economically used. Then a tactful reference to greater economy of time with all of us—which, of course, includes him. Then a more specific reference to the demands upon his own time and a suggestion of how this may interfere with still more important matters. This matter of time is beginning to “strike home.” He wishes he didn’t have it to trouble him. Then follows a suggestion of a method to relieve him, how it would work in his case and a few of the results specified, followed by a question indicating that he himself might specify many and still more valuable results. Next follows a suggestion which in itself will tend toward action on his part—that very likely he has already decided to take advantage of this opportunity. Then follows a suggestion showing that his needs are fully appreciated and an expression of the desire to be of the greatest service to him in meeting his needs. It suggests a common bond of mutual human interest in one another’s welfare. Then a positive suggestion of acquiescence on his part and a subtle appeal to his courtesy which would involve a favorable reply.

Prof. Johnson. (Follow-up Letter.)

Dear Sir:

An eminent statesman and jurist of our

time stated not long ago that he had formed the habit of reaching all his conclusions on an exact basis, believing that a twentieth century business man couldn't afford to draw his conclusions in a haphazard manner. This idea we are now using personally and we are convinced it ought to be adopted by every reasoning man and ought to be taught in every school and college in the land. His method is to set down in one column all the reasons in favor of a certain conclusion and in a parallel column all reasons against it. He weighs these reasons carefully and decides in favor of the preponderance of evidence. This is simply adapting the principles of evidence to our every-day conclusions. Isn't it sensible? Let's try this with the telephone proposition. It will be interesting at least.

ONE DAY'S EVIDENCE IN SERVICE VALUE VS. COST OF TELEPHONE.

Service Value

7:30 A. M.—One call saved ten minutes walk and gained time to brush up on some points for first period class work.

Cost.

7:30 A. M.—One minute spent in telephoning.

12:01 P. M.—Phoned home from the college that I would be fifteen minutes late for dinner and the beefsteak was “prime” instead of overdone or cold.

10:00 P. M.—Made six telephone calls this evening that would have taken me three-quarters of an hour at least to have made in person. Spent the time thus saved in reading up on a special subject which has given me some valuable new ideas for my class work to-morrow.

¶ Summing up then we have outside of the convenience to others in the home, a saving of fifty-five minutes’ time and the pleasure and satisfaction of a dinner just right, against six and a half minutes’ time spent and an expense of seven cents.

¶ In consideration of the evidence, it would seem that a judgment must be rendered by the Supreme Court of the Intellect unani- mously in favor of the telephone.

¶ Execution of the final work in making

12:01 P. M.—Thirty seconds spent in telephoning.

10:00 P. M.—Five minutes spent in making six telephone calls between 7:30 and 10:00 P. M.

10:00 P. M.—Final entry—expense of telephone—seven cents.

connections in the residence of Prof. Andrew Johnson may be ordered for Monday, June 19.

¶ Submitting this proposition for your approval, we remain,

Yours, etc.

Analysis of Prof. Johnson. (Follow-up Letter.)

¶ We introduce immediately in this letter an eminent character of modern times with an immediate suggestion of an interesting statement by him. A man engaged in intellectual work has a natural appetite for ideas of this sort. He is quite sure to read it just to see if it is something of value to him. He finds it logical and interesting. It ought to be a good rule of action. These people who are writing him say they are using it. Why mightn't it be a good thing to teach in schools and colleges? But what's this? An application of the principles to that very telephone proposition he has been thinking about. That certainly is interesting. What IS the evidence? Yes, the evidence looks almost as though he might have written it down himself. And what is the conclusion? Sure enough in favor of the telephone. It looks like a record of his own reasoning and his own conclusions. All that remains for him is to act, which seems to be the natural climax of his other conclusions. Even the date is set. Action seems both natural and imperative.

Letter to John Simpson.

Mr. John Simpson,
R. F. D., Collegeville, Ill.

Dear Sir: How about that question of hired help on the farm—does it trouble you? This great question of getting capable and satisfactory help troubles most business men, and farmers are no exception. So we take it that you are bothered some. What can be done about it? It's often harder work worrying over the haphazard way that hired help do things than it would be to do it ourselves. But that's not the main point: it's the careful and intelligent way things are done that shows up in profits at the end of the season: and it's the other way of doing them that snags the profits under. The first way is **your** way. The last way is the way of the **average hired man**. What would it be worth to you in the course of a season if you could be on the ground to supervise things personally more of your time and not have to leave on some necessary errand just when you feel that you really cannot afford to?

Without doubt, Mr. Simpson, you have thought a good many times since you have had the benefit of rural free delivery in your neighborhood that it has saved you much time which previously you felt it necessary to spend in getting your mail; but even now there are many things coming up frequently in con-

nection with your farm work and your relations with your neighbors which make it necessary for you to make a trip and see them personally. Many times you have to get along without some information which you really ought to have and which would be to your advantage, just because you cannot take the time to go and see one of the neighbors at the time you want to. Did you ever think how convenient it would be and how much it would be worth to you in dollars and cents if you could talk to any of your neighbors at any time you wished at a moment's notice without taking the time to go and see them? Again, when you are in the midst of harvest and some part of your self-binder suddenly breaks, what would it be worth to you if you could in just about one minute call up John Smith, the dealer in Collegeville, and say: "Hello, Smith, is that you? Have you on hand casting No. 373 for the Deering binder, 1903 model? If you haven't, I want you to wire for one immediately, and if you have, send your man out with it at once while I am feeding my horses and getting ready to go to work again without delay." How much would that save you? It would be worth a good deal, wouldn't it? And then some time when one of your family is suddenly taken sick and the difference of a few minutes' time in the arrival of a doctor may mean the saving of a life, what would it mean to be able to call the doc-

tor without the extra time of driving to town? In fact, what an amount of satisfaction and comfort and saving of time and money it would mean to you to have a telephone in your home. After you have had it a few weeks, you would just as soon think of selling your self-binder and cutting your grain with a cradle as to get along without your telephone.

You probably know that we are arranging to put in a telephone line through your neighborhood, and that many of your neighbors are putting in connections. You have probably already decided to do so, but we are writing you this letter in order that you may know that we are studying the needs of our patrons in that neighborhood, and that our whole desire will be to give them service which will be worth in dollars and cents every year many times its cost to them. We shall appreciate a reply by return mail advising us that you wish a connection put in so that we may know just what amount of work to arrange for in your neighborhood.

Awaiting your reply, we are,
Yours to serve,

Analysis of Simpson Letter.

Unsatisfactory hired help on the farm has always been a "sore spot" with the progressive farmer. Today it is a tremendous problem. Mr. Simpson unconsciously feels that you must have heard something about his

difficulties with hired help and possibly can suggest some help to him. You next acknowledge his position in the great world of business men—just a little subtle flattery that will make him feel good-natured toward you. You then show that you are intelligently familiar with this hired help problem. He begins to have faith in you. He begins to appreciate your suggestions. Then you hold up before him the rural free delivery which has already been a great saving of time. It is related in its benefits to the thing you would suggest to him a little further on. You then show your familiarity with other problems of the farmer which seriously affect him at times, and when these pictures rise in his mind together with another picture showing them as rapidly melting away, the last picture is the pleasing one and your proposition begins to look good to him. He KNOWS he wouldn't trade his self-binder for a cradle and he BELIEVES that it would be the same way with a telephone. The next sentence in the letter uses the words "your telephone." He already begins to feel a sense of ownership in the telephone and almost feels himself experiencing the pleasure and benefit of its use. The next sentence suggests in a slightly indirect way that many of his neighbors will be benefiting from this help and he cannot help feeling somehow that the man who does not put in a telephone will be just a little behind

the times. The next sentence suggests that he probably has already decided to put in a telephone and gives him credit for having made up his own mind in the matter and suggests that the letter has really been simply a review of the benefits he will receive. The closing paragraph indicates your desire to serve him and again suggests your ability to save him money. Your very last words suggest faith on your part that he had decided favorably and an appeal to his instinct of business courtesy to advise you of that fact at once.

Simpson. (Follow-up Letter).

Dear Mr. Simpson:

Farmers are pretty busy at this season of the year. Knowing how busy you are, we have not been especially surprised at not hearing from you in reply to our last letter.

Very likely during the past week you may have been especially pressed for time and yet have had to take the time to drive into town for some simple purchase which you couldn't get along without. Perhaps Mr. Jones, living just half a mile beyond you, drove by without your noticing him on some errand for himself. Now, if you could have phoned over to Jones in the morning very likely he would have been more than glad to have done your errand for you in town and saved you the trip and then you could return the favor at some other time. What do you think of the idea? It works in

other cases, wouldn't it be a practical money-saver for you? Possibly just this thing hasn't happened in your case, but very likely something similar has come up. To save worry—to save time—to swell our profits—that's what we all have to figure on, and it's not any particular wonder that so many farmers are delighted with their telephones when they find it does just these things for them.

What will it cost you in a year **not** to have a telephone? Read over our last letter and then read this one again and figure out the problem for yourself. The phones are going in on your line. All you will have to do will be to connect and you will be in communication with town and with most of your neighbors. The expense of connecting will be less now than ever again.

The favor of allowing us to make the connection at this time when it will save us the most trouble will be greatly appreciated—and our whole desire will be to return the favor with faithful and profitable service to you.

Analysis of Simpson (Follow-up Letter).

¶ The very first paragraph indicates a somewhat unselfish view of the fact that Mr. Simpson has not replied and indicates that you appreciate his reasons for delay. He feels that you are not criticising him, but are entering into the spirit of his situation. You then proceed to "look around" with him and try to discover how things might have been

eased up for him the past week. It freshens up his memory and brings the matter home to him again. Your line of reasoning shows a familiarity with general farming problems and he follows your statements with interest. He begins to think there is a lot of truth in what you say and feels like agreeing with you that the farmers who are getting the benefit of telephones ought to be pleased. He begins to wonder what it **WILL** cost him if he **DOESN'T** get a phone put in. He realizes that many of his neighbors are getting their phones in now. You are treating him courteously in the matter and appealing to his better emotions. He feels that you have made your plea fit his case so well that you are likely to question his judgment and think him rather unprogressive at least if he doesn't decide to put in a phone. You haven't intimated anything of the kind however and he rather likes you for it. He would like to feel sure that you will respect his business judgment. These things have been **SUGGESTED** to him by the statements you have made. You suggest a saving to him by acting now—another appeal to his judgment as well as his cupidity. You then suggest in closing, an exchange of courtesies and good will as a result of this business transaction. He is impressed that immediate action on his part is the solution of this problem.

¶ Supposing a laundry is to be established

with one or more laundries already doing business in that place; and supposing that this new laundry has installed machinery and adopted methods which the proprietors are confident will enable them to turn out a superior grade of work. Supposing they wish to impress this fact especially upon the minds of the citizens upon whom they must depend for patronage, and supposing that they decide to address a personal letter to each citizen for this purpose. The following letter, while perhaps not a model of literary elegance, at least embodies the vital principles of **business-getting**.

Dear Sir:

Did you pick up a collar to put on this morning (and the collar almost a new one, too) and find the edges all ragged and rough and the corners perhaps torn? Did you open up your laundry last week in a hurry to get a shirt for immediate use (and a special occasion, too, by the way) and find a spot on the bosom, or the neckband torn or notched like a buzz-saw?

Undoubtedly some of these things have happened to you as they have to all of us and you have wondered why you couldn't get your laundry done up satisfactorily. Do you know that with the right kind of machinery and the right kind of **attention**, laundry can be turned out to give perfect satisfaction, and at no greater cost? And wouldn't it be a satisfaction to **know** that when you opened your

laundry, you would find everything spick and span so that it would make you feel good just to look at it? We are equipped to do **just this kind** of work and it is the only kind of work we are **satisfied** to do. Come in and see our plant any day this week; we will take pleasure in showing you around so that you may see for yourself **just how it is done** and will guarantee to do your laundry work in a way that will please you.

Analysis of Abo e Letter.

¶ Note the steps in this letter and see how easily such tactics may be applied to any business. The principle in such a method is not brand-new, it is as old as truth itself; but only a scattered few out of the thousands who might understand it and use it to bring them wealth, have had their eyes opened to see that there is any way but the "old way" that, like the "one-hoss shay," is ready to go to pieces at every joint. What is the object of the letter anyway? Nothing else in the world but to secure the patronage of each man to whom it is addressed. To secure the patronage involves attention, interest, and desire on his part to patronize your laundry. If you know conditions to be unsatisfactory, you can elicit a response from him in no easier manner than to figuratively pick up those conditions and look them over with him. He cannot escape from this problem of getting laun-

dry work done, but he longs to escape from his present more or less unpleasant experiences with it. Even though it may not all be unpleasant he is thinking about the unpleasant part now. You are making no charge against your competitors. You merely suggest that such a condition MIGHT exist. He knows that it DOES exist in part at least. He is thinking about the satisfaction he would derive from work done in the manner you suggest. You have a frank, open way of putting your proposition to him which makes an appeal to him from the standpoint of square dealing and he determined to give your laundry a trial because he believes it would benefit him and remove a burden of worry and dissatisfaction he now carries.

LESSON XIX

BUSINESS LETTER WRITING.

CONTINUED

**Some Further
Phases of the
Soliciting Letter**

H The following mottoes appear on the letter-heads of the wholesalers of Ceylon Breakfast Tea (the firm and name are to our knowledge wholly imaginary, and are used simply as an illustration) and are the ones referred to in the letter to secure new representatives:

¶ “The tea there’s satisfaction in is the tea there’s profit in—and vice versa.”

¶ “Ceylon Breakfast Tea is a story of profit all the way from producer to consumer.”

TEA PROPOSITION FROM WHOLE-SALER TO RETAILER.

¶ The following letters suggest different methods of approaching the situation:

Suggestive Form No. 1

Dear Sir:

The tea that people buy the most of is the tea that interests you and interests us. Why? Because the margin of profit on a pound of tea doesn’t differ a great deal and doesn’t make very much difference anyway if the number of

pounds sold are not what they ought to be. But if the margin is about right then the volume of your sales fixes your profit. If the price is a fair one, people will buy the most of what they **like** best. We have found that people buy the most of Ceylon Breakfast Tea when they can get it because they like it better and use more of it. They tell their friends about it, too. The story told in brief is that when people can get Ceylon Breakfast Tea from a merchant the volume of their tea purchases increases and is swelled by the purchases of their friends. The buying public is pleased and satisfied; the sales of the merchant are increased and his profits enlarged accordingly, and he is pleased. He buys his tea from us and in proportion to the amount he buys, we profit. **That's why we handle Ceylon Breakfast Tea.** The above is our experience and the story as told in dollars and cents by retail merchants who are handling this tea.

We felt sure you would want to know these facts and do some figuring on your own account. Believing that you will be glad of the privilege of examining samples of Ceylon Breakfast Tea, our representative will call on you soon.

We shall be glad to make your acquaintance, and if you decide that it will profit you to deal with us we shall be pleased to serve you.

Very truly yours,

Analysis of Tea Letter No. 1.

¶ If people WOULD buy more tea, THAT would interest him—yes, of course—and he begins to wonder what tea the general public is buying the most of anyway. He appreciates the fact that volume of sales chiefly determines his profits. The tea that people like the best is the one he wants to handle. If that's Ceylon Breakfast Tea he would like to know it. Your statements appear sensible to him and he knows that YOUR trade depends upon YOUR tea giving satisfaction. If it works with you, why not with him? The story told in dollars and cents by other retail merchants is the story that interests him. Yes, he would like to do some figuring on his own account and would like to SEE that tea for himself. He is inclined to believe that you would treat him right and serve him well, because the tone of your letter indicates sincerity and its reasonableness makes him feel that your good judgment if nothing else would make you consider it good business to practice the square deal.

Suggestive Form NO. 2.

Dear Sir:

You handle tea. So do we. We take it that you handle tea for pleasure and profit. That's what we handle it for. And because it gives us the most pleasure and profit, we handle Ceylon Breakfast Tea. It pleases and

profits us because it first pleases and satisfies those who use it. It pleases the retailer because it pleases his trade—and he has troubles enough so he thoroughly appreciates it when his trade is really satisfied. People buy more of anything that really pleases them and that means larger sales for the retailer and greater profit accordingly. To supply his demand he must buy more and that increases our sales. Pleasure and profit from start to finish. That's the right principle in trade. And that's the story in brief of Ceylon Breakfast Tea. (Two closing paragraphs same as Form No. 1.)

Analysis of Tea Letter No. 2.

¶ Here is a kindred business spirit—someone else who is handling tea and who is profiting from handling a certain kind of tea. There is apparently pleasure and satisfaction and profit in handling this particular tea. The retailer seems to be getting his full share of this profit and satisfaction—that means he himself ought to—so he reasons. What about this Ceylon Breakfast Tea anyway? It might not be a bad plan to investigate, (etc.)

Suggestive Form No. 3.

Dear Sir:

Have you ever figured up to see how the profits on your sales of tea compare with what you feel they might be or ought to be? In fact, are you fully satisfied with your profits

in handling tea? We are also interested in this tea problem. Our bread and butter depends upon our handling the kind of tea that will satisfy and please the most people. People will buy the most of that kind of tea that pleases them best. Unless the price prohibits it, people will always buy what they like best, and talking about tea, we handle Ceylon Breakfast Tea for **just that reason**. Outside of the pleasure we derive, it's a matter of dollars and cents with us, as well as with you. Retail merchants who are handling this brand of tea are doing it for the same reason that we are.

(Two closing paragraphs same as Form No. 1).

Analysis of Tea Letter No. 3.

¶ Has he ever figured up his tea profits—how much IS he making on tea, anyway? How are his sales on tea running? Perhaps he knows exactly and wishes they might be greater and perhaps he doesn't know very definitely and it strikes him he had better look into it a little. Here are some other people who are also interested in the tea problem and who seem to know that it is a question of bread and butter with them how much tea they sell. And as he thinks about it this same question comes right home to him. **APPARENTLY** Ceylon Breakfast Tea is profiting some merchants at least and it would seem that the price must be about right on it, too.

Yes, it's a matter of dollars and cents with him, and he can hardly afford to drop the matter carelessly. (etc.)

Letter to Secure New Representatives.

Dear Sir:

We take it that you may be on the lookout for a really good opening as a Salesman. Let's talk it over for two or three minutes.

If you will read the mottoes of our letter head they will tell you an interesting story—a story of profit in handling tea—and did you ever stop to think who is the **important factor** in handling tea and to whom does the greatest proportionate profit go? Given a good article—one the people will tie to when they become really acquainted with it—and the traveling Salesman is the man who keeps it moving, and he gets paid handsomely for it. There is pleasure as well as profit in handling an article that gives genuine satisfaction.

Ceylon Breakfast Tea pleases the public, pleases the merchants, and is a profitable article to handle for that reason. But there are hustlers abroad with inferior articles and the public is always grasping at new straws only to be disappointed and try something else that they think **may** please them. A good article may lose the balance of trade if inferior articles are pushed harder. Why? Because people temporarily stopping the purchase of an article to try another brand with a flattering promise,

even if they are disappointed with the results of their trial, lose sight of the one they know is good because still another with a **promise** of satisfaction is before them. But **push a good article and push it all the time**, and you hold a good deal more than the balance of trade and hold it easily. That's why we push Ceylon Breakfast Tea and that's why we **make money** and our **representatives make money**.

We need a man of the right sort—right now—who wants to push a good thing and get his share of the profits.

It won't take you long to prove to your satisfaction that Ceylon Breakfast Tea is just what we say it is. A good per cent of the buying public has proved it already.

We are back of you—a good territory is back of you—Ceylon Breakfast Tea is back of you. If you believe that you are the right man let us know to-day.

Analysis of Letter to Secure Representatives.

¶ You strike right at the root of the matter in the first sentence and you don't suggest simply an opening, but a specially attractive opening. You don't make any extravagant claims that you have such an opening to offer, but the possibility that it may be an opening a little out of the ordinary is **SUGGESTED** to his mind. Your next statement has an air of good fellowship about it and at the same time suggests to him that you don't ask him to believe any statements until he has satis-

fied himself in the matter. It strikes him that you must believe in your proposition thoroughly, have faith in it, and are not afraid to pick it to pieces for his inspection. It interests him and inspires confidence on his part. You next touch the question of profit—profit in handling tea. He may not be an expert on tea and he is curious to know more about the profits in this line—and especially the Salesman's end of the profit—that touches him. In one sentence you mention the pleasure and profit in handling a "good article." In the next sentence in a similar connection you mention Ceylon Breakfast Tea. While he doesn't fully realize it, there is a sort of unconscious feeling on his part that the two terms are synonymous. Ceylon Breakfast Tea must be a "good article." He begins to feel himself related to the handling of this article and is following his own experience with the trade. He sees why it is necessary to push even such a good thing and why it is pleasant and profitable to push it. He is satisfied that pushing that tea certainly must be worth a Salesman's while. He is left free to prove that the tea is what he already feels sure it is. "In union there is strength." He feels that he isn't alone against heavy odds. You are with him and back of him, Ceylon Breakfast Tea is with him and back of him, he is in a territory that gives him a

fair show and the odds are in his favor. He believes he can make good and feels just like doing it. He is sure that he is the man and is in a hurry to say so.

THE DIPLOMATIC OR INTEREST AROUSING LETTER WRITTEN IN RESPONSE TO INQUIRIES.

¶ The purpose of this class of letters is parallel with that phase of a selling talk after the attention is once thoroughly secured, only that it must be specific as to the inquiries made and embody the spirit of satisfying curiosity rather than aggressive statements.

¶ When the fish has risen to the bait, it must be played carefully—keeping it alluringly near and yet making it more attractive by seeming to withhold it slightly. A good fisherman doesn't frighten the fish by forcing the bait upon it. In legitimate angling for business with members of the human family, the principle is much the same. The size of the proposition will very largely determine the length and elaborateness of your letter. The two letters following will serve to illustrate the method as applied to propositions of small and large magnitude. The first letter is in reply to a prospective investor who indicates that if he is satisfied as to the attractiveness of the investment, he might be interested in buying a tract of the property and developing and pushing it personally.

Response to Letter of Inquiry. (Large Proposition).

We have your letter of inquiry of July 6th, referring especially to investment in our suburban property at Hill Crest. We appreciate particularly both the nature and the spirit of your inquiry. We will attempt as briefly and yet as carefully as possible to advise you on these points as we understand them and as our judgment would lead us to form conclusions. If you feel that we are in error in our judgment, we shall be pleased to discuss the question with you further and take it up from every point of view which might have a bearing upon the case and upon the growth in value of property in that vicinity. The reasons we will suggest to you why property at Hill Crest would seem to possess exceptional advantages as an investment just now are the reasons which convinced us of that fact. We will review these features briefly as they impressed us. The natural site is ideal for a residence section, the elevation affords a slightly view for many miles, the drainage is perfect, and yet the elevation is not so high but that water supply from an extension of the city mains is entirely practicable. There is enough natural timber so that residence grounds may be beautified very rapidly. It is seldom that a single spot combines so many attractive features.

¶ With but two features added to those

above mentioned, the value as residence property of lots in this section must compare favorably with those in other suburban districts. How do we find them now? Less than one-fourth. Why are they not higher already? For two or three of the most simple reasons in the world. First, suburban development has heretofore been extending entirely in other directions. The section between Hill Crest and the city proper has only recently been opened up for residence purposes. This section is building up rapidly and property values have quadrupled during the last three months. A trolley line has already extended to within a mile of Hill Crest.

¶ The two features called for to cause an immediate jump of 200% to 300% in the cash value of property there, are an extension of the trolley line and a nucleus of a few residences. In fact the very attractive features of the place offer many reasons why it may rapidly develop into a residence district of the exclusive sort with values from ten to twenty times what they are now.

¶ We might explain at much greater length, but we think you will readily get the drift of the way things will naturally move. We shall place a reasonable limit upon the amount of ground sold to one individual, but wish to interest a few investors like yourself who believe in community of effort in developing new residence sections and thus more rapidly

realizing the legitimate value of the property.

¶ We shall be pleased to confer with you personally and submit you proposals for investment and co-operation in the development of this property, and will give full consideration to any further questions you may raise or any proposition you may submit us.

Analysis of Response to Letter of Inquiry. (Large Proposition).

¶ The gentleman writing the letter of inquiry wishes to be satisfied in his own mind of the reasons why Hill Crest property should be a good investment and to make his decision as to investment according to his own judgment based upon the apparent reasons.

¶ In your reply you first get on common ground with him in the spirit of talking the matter over entirely from his standpoint. You show a willingness immediately to "uncover" the situation for his inspection and at once proceed to do so. You do not assume to know it all, but invite his criticism of your judgment. You proceed to pick the situation to pieces and to base every conclusion on the natural tendency of certain existing conditions to develop in a certain way. Yet line by line as you proceed you fill in the picture, following up the logic of our argument by a subtle appeal to the emotions as he begins to see the beauty of the suburb develop and the attendant financial gain. Enthusiastic pros-

pects loosen up the coin of the most conservative investor. Yet you do not paint your picture too bright. It must not dazzle; it must be natural.

¶ You indicate that you are not over-anxious. The over-zealous sportsman frightens away the big game. You are ready and willing to meet him on such grounds as he may suggest or may ask you to suggest, indicating by your attitude that you believe it might be to your mutual advantage to do so.

Response to Letter of Inquiry. (Small Proposition).

¶ We are just in receipt of your letter of inquiry of June——, in regard to our special attachment for gas burners. We take pleasure in enclosing you some special circulars descriptive of this attachment. We think these circulars cover all points of information which you may desire, but we might add that the sales of this seemingly simple little attachment are increasing by leaps and bounds as the added comfort and satisfaction it gives to all who use gas lights become more generally known.

¶ “Satisfaction” is our motto. Remember it is satisfaction or your money back. When you are satisfied as thousands of other users of the attachment are, we can partly guess at the number of calls we will have for

it from your friends who see it in use in your home.

Analysis of Response to Letter of Inquiry. (Small Proposition.)

¶ You offer immediately the evidence you have already prepared as he will appreciate that he can get the information he desires most quickly and satisfactorily in that way. He wants to be satisfied, but it is a small matter and he will naturally wish to dispose of it as quickly as possible. You allude briefly to its growing popularity on account of the **COMFORT** and **SATISFACTION** it gives. This is a subtle appeal to his desire. Your proposition appeals to his sense of fairness. Your closing paragraph refers to the impressions of his friends who see the article in use in his home. It is so worded as to **SUGGEST** to his mind the whole situation with the attachments already in use and to convey to him the sense of possession. The actual realization of these impressions by securing the attachment and putting it into use will be the logical result.

Letter Replying to an Order.

Many firms follow the general practice of acknowledging all orders with postal card forms with blank space for necessary data. In a large business this is, of course, a great saving of expense but it may many times be a question of just where a business

firm should introduce economy where it may sacrifice in the least the personal hold which is so great a factor in pleasant and profitable business relations. Of course, where orders are secured entirely through traveling Salesmen, business firms very frequently depend entirely upon the Salesman to retain the personal hold on the customer, and sometimes mistake in this, too, for the customer unconsciously reposes all his trust in the Salesman instead of the firm, and if there should be a break for any reason between the Salesman and his firm, it will be found that it is the Salesman who has the personal hold upon the trade and not the firm which was back of him. Where acknowledgment of orders is made by personal letter, the letters should ordinarily be brief but filled with courteous appreciation. To introduce the element of personal interest, it may be well frequently to make some special reference to the goods ordered if there is some feature in price or quality which makes the bargain more attractive than ordinarily to the customer.

¶ The following is a suggestive form for acknowledgment with a brief allusion to the goods:

Your favor of Jan. 17th, accompanied by order for one-half dozen boxes of our special brand of oyster crackers, is just at hand and much appreciated.

Assuring you of our prompt attention to the

order and believing that your demand for this line of goods will steadily increase as your trade becomes more familiar with their merits, we remain,

Analysis of Above Letter Replying to Order.

¶ The order is small and you refer definitely to date and character of the same. You express appreciation of the receipt of the order, assure him of the prompt attention it will receive and close with a suggestion of double import. Your closing suggestion first expresses your interest in the satisfaction the goods will undoubtedly give him and further suggests just enough of exceptional merit in the crackers so that they will attract his customers back after more of the same kind. That suggestion will very likely be in his mind when he may be dealing out those crackers personally to his customers. The customers will be impressed accordingly, and as they are expecting exceptional merit in the crackers, if the crackers are really meritorious as they should be, they will discover quality when they come to use them that they might have been so dull as to overlook if their attention hadn't been called to it. They will be very likely to go back for more of these same crackers. When a little seed is sown the end of the harvest is never in sight.

Letter Replying to an Order Secured Through A Traveling Salesman.

Your valued order for fruit and bottled goods given our Mr. Black is just at hand. According to the order, we are shipping you the goods as per the accompanying invoice. We will see that the goods are started out to you promptly and in A1 condition. We wish to mention especially the six cases of orange cider included in your order as being of exceptionally fine quality and we believe it will make a favorable impression and a strong appeal to your trade.

Thanking you for the order, and trusting that you will find everything O. K., we remain,

Analysis of Letter Replying to Order Secured By Salesman.

¶ The steps in this letter are much the same as in the first except as it is a larger and more varied order than the other. You do not refer to the items in detail but refer rather to the order as filled corresponding with the invoice. Then in making suggestions as to quality, you do not make a sweeping reference which would scatter its force and weaken the effect, but instead you single out a particular article in the shipment which you feel is of especial merit and make a short, forceful appeal on this one, and that impression standing out simply and alone will be likely to stay by the dealer and make itself felt in his deal-

ings with his trade. The dealer will naturally feel also that you have given him a little advantage in this order through the exceptional quality of the cider as mentioned, and will be pleased accordingly. He will feel justified, if he wishes, in raising the price just a little to his trade on this cider or use it as a leader at regular price to draw trade for other articles.

¶ Every letter, no matter what its general type, should be in a sense creative—for more business, always more business, rightly taken care of, must be the motto of every progressive business man or firm.

Letter Replying to Complaint.

Perhaps nothing calls for greater tact and diplomacy and a more thorough understanding of human nature and how to deal with all its various types, than the satisfactory handling of complaints by correspondence.

¶ It is always necessary to remember that the person lodging the complaint feels that he has been unfairly dealt with. Either you or your firm or someone representing you or your firm has been guilty of gross carelessness or negligence or inefficiency in some way in taking care of his wants and requests. In other words, whoever may be to blame in the matter, he at least feels that he has a genuine grievance. He may have been in a hurry

when making out his order and made an error himself. He knows when he gets the goods that they are not as he wanted them. He, of course, doesn't know that he made a mistake and his first impulse is to blame the other fellow. His second impulse is very generally to write and tell you in no uncertain language what he thinks of such carelessness. Or again the order may have been correctly filled, perfectly packed and promptly shipped and through carelessness of the transportation company may have reached him in bad condition. The effect upon him is the same. On the other hand you or some other member or employee of the firm may have been entirely to blame.

¶ An immediate reply to a letter of complaint is imperative. Your correspondent is in no mood to brook delay. If it is a matter that requires investigation and where complete information cannot be secured at once, your reply should indicate sincere regret for the error, whoever may have been to blame, and immediate action to locate the source of the trouble and adjust it without delay. Your letter should also show plainly that until you can locate the blame you are ready to assume the initiative in shouldering responsibility for it. This is one of the first vital principles in adjusting difficulties of any nature. It touches the responsive chord of fair dealing which is common to all if you know how to

reach it. Remember that as yet the source of the error has not been traced. You or your firm stand ready to take the blame if it is yours and do the square thing in making it right. But you go even further. While there is any question as to where the blame lies, you are ready to assume it, pending investigation. The natural result is easily seen. The most cantankerous kicker has nothing further to demand; and if the investigation proves him to have been to blame he is bound to be as fair as you have already shown your willingness to be.

¶ Where you find at once that the one making the complaint is entirely to blame, it is many times better to write and mail immediately such a letter as has just been indicated and delay till a later mail the absolute proofs. In furnishing proofs of error a mere statement of the error is not enough. Painstaking evidence of going to the bottom of the matter, is the only sure method of satisfying the complainant. Unless the matter is a trivial one, copies of all records in every phase of the transaction should be sent him.

¶ The opposite of this method has been in too common use by business firms to need comment.

¶ Remember that in this class of correspondence the object is not the ironclad fastening of blame with the "I told you so now will you be good" spirit. It is Salesmanship

from the standpoint of preserving a desire to continue trade relations with you. Proving your point is nothing. Proving your willingness to be fair and to serve the other fellow's interests first is everything. The assuming of a few dollars' responsibility where the blame is clearly on the other side, is often the most productive advertising you can do.

¶ The letter quoted below is suggestive of the nature and style of a letter of complaint. As the text of the replies to this letter will indicate, however, the complainant was in error and should have assured himself that he was not to blame before expressing annoyance in his correspondence. The suggestive replies following this letter typify the method and spirit of such letters as discussed above.

Letter of Complaint.

Gentlemen:

I was much annoyed to find on the arrival of the shipment of goods ordered from you on Jan. 18th that the shipment was short one dozen pair ladies' gloves, Catalog No. 387, and one dozen pair ladies' hose, Catalog No. 963. As I am in immediate need of these kindly rectify the error by shipping the goods so they will reach me with least possible delay.

Yours, etc.,

First Letter in Reply.

Dear _____:

Your letter calling attention to the shortage

in your shipment has just reached us. This is certainly most unfortunate as you are in immediate need of the goods. As the uncertainty of freight service might further delay the arrival of the goods we will ship the missing articles at once by express at our expense. Kindly let us know if the failure of these goods to arrive with your other shipment has resulted in financial loss to you, and if we find on looking the matter up that the error was on our part we will make right with you any such loss, and bear all expenses arising from the error. Assuring you that we regret the annoyance it has caused you, we are,

Very truly yours,

Second Letter in Reply.

We have carefully gone through our records in tracing the shortage in your recent shipment of goods. We enclose you herewith letterpress copy of your original order by which you will note that the order as originally filled and shipped corresponded exactly with the order you sent us. We feared that the error might have arisen in our shipping department here as we are all subject to mistakes, although we use every care to guard against them. Acting partially in accordance with your suggestion, we assumed the responsibility of sending by express the goods you reported short. However, as the error was not on our part we presume you will gladly include with your

next remittance the amount of express charges which we prepaid on this shipment, duplicate receipt for which we enclose you herewith.

We remain,

Yours to serve,

Analysis of First Reply to Letter of Complaint.

¶ In your reply you dive right to the heart of the matter at once. You get over on his side of the fence immediately and take a sincere interest in his view of the matter. You do not feed him with indefinite promises of adjustment which would only exasperate him, but you go right about the adjustment in the manner which you think will please him best. You assume the responsibility and expense pending your investigation. You express a willingness to assume both the extra expense and his loss in the matter if the error has been on your part. That is all he could ask. But while you do not make the other suggestion offensively plain, it is clear to him that the one who is in error, whoever that may be, should take the blame. Certainly. You having expressed your willingness to do so, why shouldn't he?

¶ Your closing paragraph emphasizes your sympathetic interest in the annoyance it has caused him and your desire to do the right thing.

Analysis of Second Letter Replying to Complaint.

¶ In your first statement, you indicate painstaking attention to the matter which has caused his annoyance. From his standpoint this indicates the right spirit on your part. You then bring forward the results of your search at once—the records—his own records (or an absolute copy of them)—his orders, yes, those orders of his are what he expected you to follow. But it appears you did follow them. Yes, the evidence is unmistakable. After all it was his blunder. But you do not “rub it in,” on the other hand you intimate that the mistake MIGHT have been at your end even with the careful attention always given such matters. Yes, he feels that that is certainly a frank, square spirit. It doesn't embarrass him in the least, and yet he feels it imperative upon him to come back in the same spirit and bear the expense which you incurred without any hesitancy in order to help him out.

Specific Reply.

The general nature of the illustrative letters given below would bring them under the head of letters of complaint, but the fact of there being several distinctive phases in the letter illustrates the necessity for pointed reference to each matter in turn and a complete disposition

of each point by itself or in other words, the **specific** dealing with each point in turn. Letters illustrating the specific reply will necessarily always embody some of the features of the other general types. No further analysis of these letters will be necessary as they are simply to illustrate specific attention to each particular point. The student should, however, for his own benefit, analyze them carefully from the standpoint of the "letter of complaint."

The Specific Reply. Letter Received.

Gentlemen:

There are several matters that have come up recently that are not satisfactory and we feel that if it is your desire to retain our trade and give us the service we feel we are entitled to, these matters should be adjusted without delay. First, your representative has perhaps unwittingly given us the wrong impression as to the nature of the dress goods we ordered and they have not come up to our expectations as to quality and general appearance. We do not feel that we have received the value we are entitled to. The shipments we have received, indicate much carelessness in packing and the condition and general appearance of the goods have been damaged. Then, too, we have experienced undue delay in the receipt of the goods, thus entailing addi-

tional loss on our part. Believing that these matters to which we have called your attention are not in accordance with your manner of conducting business, we feel sure that you will appreciate our bringing them to your attention and will take immediate steps to adjust the loss we have suffered, and to prevent a like occurrence in the future.

Reply to Above Letter.

Dear _____:

Replying to yours of Jan. 17th, it was a matter of surprise and regret on our part to learn of your dissatisfaction with the quality of our goods and our service. We feel sure that any misrepresentation on the part of our representative has been unintentional, but we will take the matter up with him at once. We assure you that we will spare no expense in adjusting this particular matter to your entire satisfaction. In the meantime if you will fill out the enclosed blank, it will show the specific points on which your goods have failed to come up to the mark and will facilitate our work in making an adjustment.

We will investigate at once the matter of negligence in packing and also carefully look into the matter of causes for delay in your shipment.

On receipt of specific data from you in response to inquiries on enclosed blank, we will

be in position to adjust matters without further delay. We assure you that we appreciate your gentlemanly attitude in the matter and will always deem it a favor to be notified promptly of the slightest dissatisfaction with our goods or our service. We remain,

¶ The Money-getting or Collecting Letter is treated in full in another volume, under the head of Credits and Collections.

The Inspira- tional Letter

The inspirational letter finds its place chiefly in the correspondence of firms with representatives out on the "fighting line." Its aim is to infuse into the representative a spirit of greater ambition, enthusiasm and purpose; to encourage him under difficulties; to develop in him the spirit to "fight it out on that line if it takes all summer;" to advise with him in a spirit of helpfulness; to make him realize that his difficulties while very real sometimes are not insurmountable and that when he gets on top he will be thankful for the difficulties. To be most effective it should contain just enough of snap and sting to rouse and shame the laggard. But the inspirational letter is not for the purpose of driving—it is rather to lead men. It is the clarion cry of the general to his men as sword in hand he rushes toward the front. It issues a call to the strong and mighty emotions of true manhood which crush out laziness and cowardice and fear and turn

defeat into victory. It appeals to the heroic in man, to those qualities of his nature, those emotions which, when in action, raise men out of the commonplace and make them conquerors and leaders.

¶ The inspirational letter might well be divided under two heads, viz: General and Special. In the general type the letter is designed to meet the general need of outside Salesmen in the ordinary routine of their work. In the special type the letter is designed to meet the needs of a particular man or group of men under certain well defined circumstances.

¶ To illustrate some effective material for the general type we take pleasure in quoting below from letters of Gage E. Tarbell. The paragraphs quoted will need no analysis. They are the very heart throbs of a man filled himself with a mighty purpose which tingles from his pen-point in sparks of living inspiration.

¶ W. C. Holman in his *Ginger Talks to Salesmen* also illustrates an effective style for this type of letter.

“So few people really ever do their best, and rare indeed are those who always do it. They intend to do it some time before they die—oh, yes, indeed! but somehow they keep putting it off and just putting forth mediocre efforts. Why, men admit to me almost daily that they haven't done as well as they knew

how—that they haven't really given their powers a fair test—that they could do much better, if they only would, etc., etc., and I often wonder, first, how they would feel to be cut off short and be judged by what they had accomplished so far, and second, when are they ever going to wake up and actually do a work by which they will be willing to be judged. 'Some time' is no time.

'The flighty purpose never is o'ertook,
Unless the deed go with it.'

"In my opinion, 'now' is one of the greatest words in our language, and one of the least heeded. To my mind, it means Action, Decision, Earnest Effort to-day. If we do not do our best to-day, we may never have the opportunity on another day. And think what doing our best every single day, at all times and in all situations, would mean! Just realize that if you can, and measure how much greater your success would have been by to-day if that had been your policy and your practice always. And remember also that the difference will be just as great from now on, between mediocre effort and enthusiastic application with the determination to show the best that is in you.

"One of the greatest lessons for the man who is behind the game to learn is not to be discouraged, but to play on, with steadier nerve, more pluck and more determination than ever. The contestant who loses his head

also at the same time loses the game; 'the only irreparable calamities are those that paralyze the will.' 'Brace up' is vast practical wisdom. So I say to you who are not up to the mark, 'Brace up.' There are just as good days coming, as any of those you have lost, but you must make some of them count double. Only don't falter and don't, I beg of you, be defeated. Don't ever admit the possibility of defeat it enervates and depresses. Brace up, and make up your mind that you can and will do as much as the next man. That resolution will help you to retrieve your record. You are the only one to make the resolution, and you alone can keep it. Every man must take upon his own shoulders the responsibility of his own fortunes. He cannot lie supinely on his back and expect someone else to carry him to the heights. He must climb, and actually eat his bread by the sweat of his brow. But it will be sweet—that is the compensation; and the quantity will be in proportion to the effort that he puts forth.

"For my part, I have no use for excuses for not doing a thing—**there is no excuse for excuses.** They weaken character; they make a person after a while a walking apology instead of a man who has a right to hold his head up and walk fearlessly and have his word count in council. The world has no use for a weakling, with ready tongue for excuses, but unwilling hands for work.

“Make yourself strong by **doing**; waste not a day nor an hour that is yet your own, and I warrant that your record will be not only a source of pride to yourself, and satisfaction to the Society, but an incentive to a larger and better work in the future than you have ever done before.”

Features of the “Special Inspirational Letter” in the Form of a “Specific Reply”

The following letter is the substance of one written by a representative of one of the oldest and most substantial publishing houses in the country. The reply which follows it refers to a letter written by them the day before, but which contained no reference to the subject of work among foreigners which is the principal point referred to in this letter from the representative. The letter we give in the text following the reply quoted from their correspondence, is suggested as more nearly meeting the needs and wants of the representative—giving both the information and the courage necessary to meet the situation. The illustration shows a combination of the elements of a “specific reply” and the “special inspirational letter.”

Gentlemen:

You will note by my report that I have not been very successful the last few days, as I have been working among foreigners and I

don't seem to be able to interest them in the educational value of my proposition at all. I am somewhat discouraged and do not know just how I ought to proceed.

Yours, etc.

Actual Reply.

Dear—————:

Your report for Thursday just at hand and note what you say about being unable to interest foreigners. I wrote you at considerable length yesterday and I don't know that there is anything that I could add that would be of interest on that particular situation. On the whole, I find foreigners are just about as good as the Americans, especially if they have children that are going to school.

Awaiting with interest the result of your full week's work, I am,

Yours, etc.,

Suggested Reply.

Dear—————:

I note with particular interest what you say about being unable to interest foreigners. I guess that most of us who have solicited much have felt the same way at times. The encouraging part of it is, however, that on the whole those whom we thus style foreigners generally turn out to be our very best customers. Whatever language people may speak or have originally spoken, their hearts are

about all alike when we learn how to reach them. And even though they may not read English and yet have children who do, most of them have a wholesome pride in their children and a desire to have them able to compete with the children of parents who themselves read English. We enclose you some particular suggestions for canvassing people who do not themselves read English but have children who do. Work slowly at first among them and become acquainted with any peculiarities they may have, follow the suggestions we are sending you and we are confident you will get results which will please you—as many others are now doing among this class of people. Whatever your success, write us carefully as the situation appears to you and we are sure that we can advise with you so that results will come. What seems particularly hard at first is usually only different from our accustomed difficulties and will be no harder than what we have been doing when we have learned **how**. “Everything is possible to the man who knows how.”

Yours, etc.,

¶ A brief analysis of the above letter may be helpful. When a person is puzzled and discouraged over a particular difficulty, what is he most in need of? Not a bare statement that the difficulty is an imaginary one and will float away—that will do very well for the thoroughly seasoned, experienced Salesman

who merely needs a little spur to his fighting blood—but to the Salesman who hasn't yet learned all these things and to whom the difficulty means a very real barrier between himself and results, it is a very different matter. He needs the sympathetic interest of someone who appreciates his difficulty, who thoroughly understands it, who knows just how it should be battled with, and who can show him how to surmount it and how to enjoy doing it—someone who can suggest to him the satisfaction of triumph when he has followed these suggestions and won out in his battle. Then if he knows that right now there are others winning out under like difficulties, it is both incentive and encouragement for him to struggle to do likewise. His own experience has taught him that things grow easier as we learn just HOW they should be done and realizing his previous lack of knowledge of this particular difficulty, he is convinced that he has discovered his handicap and how to remove it and triumph over the difficulty.

Special Inspirational Letter.

You say that the people in your territory are very indifferent to your proposition, that you cannot interest them in your goods or make them believe that the line you are carrying has any advantages over the goods they are already handling.

Now, honestly, what do you think about

this yourself? Do you believe it is true? Do you believe that there aren't some merchants in your territory who would be greatly benefited by putting in some selections from the line you are handling?

If you don't believe this there is something the matter, and if you do believe it there must be something the matter.

Now, we know just how you feel, and we know that the difficulties in that territory are very, very real to you there now. Difficulties are real when they keep a man from getting business.

The same difficulties may be real to one man and very unreal to another, and by the same token those difficulties may be very real to a man one day and very unreal to the same fellow the next day.

Now, we are sure that those difficulties are real to you right now and make your work very hard. We are just as sure that those difficulties can be overcome in a way to make your work easy. We are going to help you to do it.

We know that there are features about these goods you are handling that make them more profitable to the dealer than any similar line we know of. If the merchants knew it as we do they would buy. The enclosed page of pointers contains the essence of these selling features. Some of them must have slipped your mind. Take a good bite and you'll like the taste they leave in your mouth and want

to pass a good thing on to someone else. It's no great fun doing the easy thing. Anybody can do that. These difficulties are strung along a fellow's path so that he can boost them out of the way and get real enjoyment out of his work.

The first thing we would suggest to you is to get yourself in a corner somewhere and sell yourself a bill of your own goods, figure out every possible benefit and every possible distinguishing feature and get so enthusiastic over them that you can't resist the temptation to buy them. Push another suggestion into your mind, and push it in hard, which is that there is some merchant whom you know you can see between sunrise and sundown who will feel just the same as you feel if you can communicate that same enthusiasm over your goods to him.

There is always someone ahead whom you can convince when you are in the right attitude yourself. Carry sunshine and good cheer and faith and confidence in your goods to every man you meet, get over on his side of the fence and keep it up with a reasonable number of prospective customers every day.

This is not theory. We have been there, and we are here to help you through the same difficulties and to overcome the same obstacles that we have met; and they have helped us to become stronger Salesmen just as you will become a stronger Salesman in the same way.

We will meet you at the postoffice again to-morrow with some more pointers.

Yours till the last dog is hung,

Analysis of Special Inspirational Letter.

¶ You immediately pick up the situation with its thread of difficulties that have been entangling his feet and throwing him down and proceed to unravel it.

¶ He appreciates the fact that you understand the difficulties and sympathize with his situation. But he appreciates even more the fact that you know how to unravel them and show him how to untangle himself. Telling him that the situation is not so difficult as he thinks and that all he needs is a little more hustle, nerve and push—when he cannot see and understand it that way—would put him in a rebellious attitude toward you and weaken rather than strengthen his confidence in himself, his goods and your ability to see him through to a successful finish. You paint the picture just as he sees it with his own eyes to-day and then show him how he can add the coloring which will make it brighter to-morrow, and, moreover, you speak to him out of the pages of your own experience—not theory, but real life—natural results. There is no criticism but only suggestion that after all it would be tame business and not worthy the spirit of a real man if everything were to roll easily his way.

¶ If he had been simply loafing and refusing to work, then it would have been necessary to apply a mustard plaster in your letter—something that would work up an irritation to rouse the laggard spirit; something to show him that he was a different fellow from the loafer he was showing to the world, and make him ashamed of the loafer and anxious to assert his real self.

**Introducing
New Subject
or Presenting
New Matter.** An essential point to be remembered, whether in correspondence or in a direct personal interview, is that the human mind always reasons from the known out into the unknown. That is, any new conclusion that we arrive at or any new impression which will produce any effect upon our consciousness must touch our past experience—something we have known or felt or been familiar with.

¶ Supposing then we wish in writing an old customer, or representative, to suggest to the customer a business transaction which would differ materially from any previous ones or to suggest to the representative some scheme or method in his work with certain features entirely different from his ordinary methods. Our aim must be to get the other man to clearly and fully appreciate the way such a proposition would affect him, and its value to him.

¶ To make the impression you wish, you should first hold up before him some phase of his past experience with certain goods or certain methods. There are two extremes on either of which a man may be most readily touched: First, something which has utterly failed of giving him satisfaction in the past, and, second, something which has given him good satisfaction but which has made him feel how much he would appreciate perfect satisfaction. The former method is frequently best in soliciting new trade, but the latter method has much to recommend it where you are presenting some new idea to your established customers or representatives.

¶ You must first get on common ground with your man. If you bring up something out of your past experience together that is pleasing to him, he is naturally in a better frame of mind and will unconsciously have a firm degree of confidence in new suggestions you may make to him. Gradually dovetail your new suggestions into his former experience so that it will seem the most natural thing in the world for him to respond to your new suggestions. He **grows** into them instead of taking a jump off into something new and untried. The newest thing, the most radical departure has some point of contact with the old—a growth along the same line. That point of contact you must find, and make

plain to the man you would convince the connecting link in his own experience.

¶ The following letter, supposed to be addressed by a manufacturer or wholesaler to a retail dealer who is an old customer and who has been dealing extensively in Diamond King Stoves, illustrates the principle suggested:

Dear ————:

Diamond King Stoves have been a great source of satisfaction as well as revenue to every dealer who has handled them—because they have given such good satisfaction to his customers. For that reason our experience in dealing in these stoves with our trade has always been a pleasant one for us.

The points in which these stoves excel their competitors, viz: the radiating surface as compared to the size of the stove and amount of fuel consumed, thus giving them a greater heating power as compared to the cost of fuel—and the neat and convenient method for removing ashes and cinders have made for the stoves a warm place in the hearts as well as the homes of the people using them.

We have felt for a long time that if a stove could embody all the points of excellence of the Diamond King and have in addition a device for introducing fuel which would be absolutely clean, and so easy that it would be a real pleasure and pastime for a woman or

child to "put in coal"—that would be pretty nearly our idea of perfection in a stove.

We have been keeping our investigations secret as a sort of "surprise party" for our trade and we know you will be as much delighted as we are at the result. Don't telegraph us unless you can't wait—but write us and tell us how you like the style and plan of the cuts of our new Parlor Queen which we are enclosing you.

Analysis of Diamond King Stove Letter.

Note the steps in the above letter.

First—the introduction of a subject that has meant money and satisfaction to the dealer in the past.

Second—a brief picture of the REASON WHY Diamond King Stoves have been profitable and satisfactory to him and his trade.

Third—a suggestion of greater perfection in the stove line, embodying all points of excellence of the Diamond King and adding still others, thus increasing the satisfaction of his trade and his own pleasure and profit in handling his goods.

Fourth—presenting your material and evidence showing that the Parlor Queen fulfills these requirements.

Fifth—your expression of sharing with him the satisfaction of dealing in this new proposition. You thus strengthen his convictions. Our convictions are strengthened by being shared with others.

Follow-up Letters Space will not allow here the introduction and discussion of a long series of follow-up letters. The mechanical features of any follow-up system while possessing general points of similarity in all cases, must be adapted to meet the special needs and requirements of each particular business.

¶ To discuss the automatic workings of the system would be out of place here.

¶ The principles of the follow-up system in getting new business involve a succession of statements, appeals, arguments and impressions couched in such form as to finally induce the prospective customer to act. Each letter ordinarily should embody a complete selling talk leading up to the order point, as the prime motive of each letter is to secure business as the result of that letter. The letters in the series, however, should embody successive steps leading up toward a climax, the first letter embodying the introduction of the evidence, the second strengthening the lines of your argument and appeal toward the creation of deeper interest; the next should be yet more keen and incisive, reaching more deeply into the needs and wants of your prospective to create a stronger desire and picturing still more vividly how your proposition will fulfill his desire; your last letter should recapitulate the strongest points in the evi-

dence and make a direct, vigorous, personal appeal for immediate action.

¶ Every letter should radiate diplomacy even in your most direct and searching appeals. The stamp of a pleasing impression left by your correspondence, even if you should fail to close immediate business, may result in either direct or indirect returns later.

¶ It is conceded by most firms and business letter writers that a follow-up series should not stop short of six or even ten letters if business does not result sooner. Statistics would indicate that returns are secured in only a small majority of cases at the end of the first letter and that returns are probably greatest after a series of about six follow-up letters.

INTRODUCTION TO THE PRINCIPLES OF RETAILING.

¶ While this lesson deals specifically with the problems of retailing and the retail Salesman, it is rich in suggestion and bristling with valuable pointers for the traveling Salesman. It is, however, a veritable mine of suggestive information for the retail Salesman, and is filled with such a wealth of specific, practical knowledge that it will be a mighty inspiration as well.

¶ Having had a wide experience as a Salesman, Dr. Tiffany has been led to make an exhaustive study of the great retail problem. No one in America is better fitted to give instruction upon this subject. Dr. Tiffany deals especially with those phases of the subject which are most essential to the retail Salesman and dealer, and which are not understood as they should be.

¶ Few men who may be considered authority upon this subject, have the ability to arrange and present their knowledge in a practical way. Dr. Tiffany not only has this rare ability, but his style is so invigorating as to put new life and ambition into the dullest Salesman.

¶ Those who have made a study of the situation, tell us that 97 per cent of those engaging in the retail business are not able to continue that business successfully, or, in other words, fail in the commercial sense.

¶ The specific, and, in fact, the whole object of this series of lessons is to so aid in reconstructing the business brain and backbone of the country, as to reverse that percentage, and make it possible for 97 per cent of all engaging in business enterprises to succeed gloriously.

¶ Bring to this lesson a hearty, vigorous spirit of inquiry, and a real hunger for practical suggestions, and you will be repaid a hundredfold and be able to increase your business or your salary by real tangible results.

LESSON XX.

THE PRINCIPLES OF RETAILING.

By Dr. Orrin Edward Tiffany, Professor of Political Economy, Western Maryland College, Westminster, Md.

The Functions of the Retail Store. The retail store is an agent in the distribution of wealth. It is the function of the retail merchant to furnish the local community with the kind and variety of goods best adapted to its needs. In performing this function the retailer renders valuable service to society. By buying where goods are produced in abundance and selling where there is a scarcity of such goods, the merchant prevents waste on the part of the producer and lessens the want of the consumer. He secures uniform territorial distribution of goods. He helps to establish a uniform standard of living and to maintain a uniform price. The more uniform the price the better, for then the consumer may become familiar with the customary price and make his purchases with greater confidence.

¶ In gathering his stock the merchant sorts over the goods, selecting such as are suitable for his patrons, rejecting all others. Thus he helps his patrons in their choice. He further

grades his stock of goods to accommodate the purse of each particular purchaser. And by carefully maintaining the grades once made the consumer learns by experience how to buy what he needs. By advertising, the merchant conveys information regarding goods, increases the mental horizon of the community and develops new wants. This advertising likewise tends to make prices well known, thereby making buying and selling easy and pleasant.

¶ It helps to do away with the old haggling method of sale. The merchant who studies his business diligently, who educates himself, and who becomes a good judge of quality, renders, as an expert in his line, great service to the buyer. The proper exercise of this scientific knowledge, backed by high moral conceptions, has made possible the building up of mammoth retail establishments.

The Evolution of the Retail Store. H The most noticeable fact in the American retail business is the variation of size and the diversity of equipment. In scarcely any other line of industry is there such a variety. Alongside the modern retail establishment, with its careful assortment of goods and scientific methods of business, stands the old Sales-shop without change. The oldest stores of our country were shops selling one kind of goods in connection with their manufacture. During the Colonial days these

shops increased somewhat in size and in number, though not at all in method. Many of these Sales-shops of olden days became the precursors of the specialty stores of the present day. In the interior regions and out in the frontier districts the general store came into existence at an early day. Here was swapped the produce of the farm for the products of the store. The Shop-store was inherited from Europe, the general store was the offspring of American ingenuity.

¶ There was little change in the store business and system before the Civil War. In the cities there was a slow change from the general store to the specialty store. The Civil War brought about a great change. During that period goods steadily advanced in price. The merchants became more liberal, for the margin between cost and selling price was constantly increasing. No special effort was made to turn over stock rapidly. The longer the stock remained on the shelves the more valuable it became. No advance was made in the distributive end of trade during the war. The same is true of method. Goods were left unmarked because prices were advancing. Secret systems were in vogue to note cost. We even yet find relics of this secret system of marking. It should be avoided for it gives rise to the suspicion that prices are made to suit the individual buyer rather than the quality of the goods. There was no effort to

sell during war times unless great profit could be made. The dickering of the market was bad enough before the war, but now the haggling partook much of the belligerent spirit of the civil strife. "Many a half-frightened girl" says a writer of the period, "have I seen go out of the shop, the tears welling into her eyes, and saying, 'I am sure I shall never like it'; some shawl or dress having been forced upon her contrary to her taste or judgment." After the war men returned to the peaceful pursuits of trade and production. The fictitious prices of war times declined. Paper money prices were superceded by gold prices. Domestic manufacturers took hold in earnest to control the domestic market. The old foggy who had not cultivated trade could not adapt himself to the new conditions. He was driven to the wall. New men had to organize the whole system of retail trade. Our modern system of retailing has come into existence since the Civil War. The rapid decline of prices just after the war and the gradual decline that has continued, has driven the retailer as well as the wholesaler to ever stricter methods in the conduct of his business.

¶ But a force even more potent than the gradual decline of prices due to the lower cost of production and transportation is found in the increased variety of manufactured articles and the better methods of distribution on the

part of the manufacturer. Let us notice some of these, insofar as they press upon the retailer. The number of new goods coming upon the market is constantly increasing. Such are specialties, pharmaceutical goods, patent medicines, apparatus of all kinds, canned and package goods, etc. Again, goods formerly made in the household have gone to the factory, such as tinware, soap, shirt waists, skirts, millinery goods, etc. This increases the variety of manufactured goods greatly and complicates the work of the retailer in making selections. Take, for instance, breakfast foods. How rapidly one fad follows another, filling the shelves with needless varieties until the merchant is caught with old stock unless he is alert.

¶ Moreover, the trade mark and the package system so thoroughly advertised by the manufacturer tend to establish grade and price, leaving less and less to the discretion of the retailer. The retailer must handle this particular brand at a particular price. All this tends to take away the retailer's freedom in buying and selling and although it helps him advertise, still, in the long run, the advantage of the system is rather with the manufacturer.

¶ Furthermore, along many lines the manufacturer is tending more and more to pass by the wholesaler and retailer and go direct to the consuming public. This is done either by

direct sale or through stores managed by the manufacturer. Again, the publicity of the large stores through the advertising columns of the great metropolitan papers keep the people well posted as to the best prices and drive the retailer to closer margins. Moreover, cheap transportation, enabling customers to visit the best equipped and best advertised stores, compels the retailer to adopt the latest and best system for commanding patronage.

¶ With all these forces bearing upon him, the present-day retailer is driven to systematize every department of his business. Every person connected with the establishment must be master of the art and science of successful retailing. The principles that have built up the princes of the retail trade should be studied and mastered.

¶ Though the old store with its heterogeneous stock, its haggling method and its utter indifference to the needs of the consumer has been transformed into the scientifically managed store with its specialized stock and one-price methods, and although the systematization and departmatization is destined to continue, still the large retail establishment is destined to offer an attractive field for life work to the progressive man, the man of self-initiative. When one views such houses as Marshall Field's with its 8,000 retail workers, with its office force of 875, its 360,000 daily

attendance of customers during opening week; or of such stores as John Wanamaker or R. H. Macy and others, containing from 2,000 to 6,000 employees, one realizes here is a field for the fullest development of all those human powers that make for the highest form of commercial activity.

Location. **H** The location and the character of the business should be considered together. Is the population sufficient to support the store? What competition is offered? What are the buying tastes and capacities of the people in the community? The weaker and the more inexperienced the man, the more carefully he should answer these questions. The small city is better than the large one for the man of little experience. Expenses are less; risks are less. A growing city is desirable. A new store gains new trade more easily than old trade. But to be more specific, what streets do the people travel? Why? Can the stream be changed? Is it likely to be, in the relatively near future?

¶ In every city there is a mercantile center, a manufacturing district, a transportation region, a fine resident quarter and a common resident quarter. What are the relations of these parts to one another and to the business to be established? In locating, the whole commercial geography of the city should be studied together with the drift of growth. In large

cities street car lines should be noted to determine where the most of the particular kind of customers sought, alight.

¶ Some kind of stores thrive best in groups; others should be kept separate. Stores containing common necessities may be local. Expensive goods should be concentrated in the heart of the mercantile district. As for the groups: the saloon, billiard hall, tobacco and news stand, and the cheap eating houses thrive well together. Another group is composed of dry goods, jewelry, book and millinery stores. The saloon group is best situated toward the foreign resident district; the dry goods group toward the American resident district. The best patrons of the one group are not the best patrons of the other. Avoid locating in the wrong group. Again, stores are sometimes grouped according to sex. The dry goods store and others that appeal most to women are on one street or one side of the street and the men's furnishing stores on the other. Men are less inclined to trade where women go shopping than women where men go. For this reason in a department store men's goods should be near the entrance, or better still, their department should be on the side and have a separate entrance. The drug store that tries to run both a soda fountain and cigar stand generally finds the men going elsewhere for cigars.

¶ There is also a neutral group, such as the

hardware, grocery, furniture store and the like, which are not particularly advantaged by being grouped. Rent plays a more important part in their location. Rent should not average over two or three per cent of the business done in any case. Banks seek corner lots, renting offices above.

¶ Also stores that look after pick-up trade desire corner positions. Again, the ideals and habits of the people must be taken into account, and finally, density of traffic is always a strong determining factor in the location of a store, especially of a large business concern.

Buying Much stress is being laid at present on the science of selling. The sales force must be made more efficient if it is to cope with the keener competition that results from the better organization of the whole distributive system. The best houses are fast awakening to the necessity of a careful schooling and systematic training of their sales force. There is an equal need for the scientific study of buying. The requirements necessary for a good buyer may not be so many as for a Salesman, but they are of great importance. There must be greater thoroughness and efficiency in the smaller number of qualities required.

¶ The most thorough knowledge of the goods bought is the first essential. The least ignorance of the exact quality of the samples

on the part of the buyer may result in one of two things: the Salesman may lift the price on him or overload him with goods not best adapted to his trade. The buyer should, also, be an expert Salesman. He will then know better the selling qualities of the goods. This will not only keep him from buying unsalable goods, but prevent his timidity from enlarging the purchase of a really good seller. The buyer should keep in touch with all the sales force of his establishment, noting carefully what goods sell readily and what must be sacrificed to clear the shelves. A careful record of goods bought and sold for a series of years will determine in large measure what to buy and the amount, as well as what goods to avoid or handle lightly. Of course, these records should be made on the basis of net profits.

¶ Furthermore, the buyer should study the trade papers, jobber's catalogues and circulars, and keep posted on the markets. The best prices on his line of goods should be kept with such system as to be available at a moment's notice.

¶ Buy by value and not by favor. This means more than mere comparison of prices. The goods, though accounted similar must be seen side by side. Give every drummer a hearing—for your sake. If he has no message for you dismiss him. Give every catalogue and circular an examination—for your sake.

If it has no message for you drop it. Buying by value may take a little time but the results will **repay**. Don't overstock. The up-to-date merchant is he who buys in each of many lines only enough to meet the current demand in those lines. The majority of retailers carry a stock out of all proportion to their capital. Large supply of each kind of stock was the old custom when goods were bought but twice a year. Let the wholesaler carry the large stock. Surplus goods do not swell sales, they accumulate stickers. Overstock greatly increases expense of storage, clerk hire, of heat and light for extra space. You will not sell more with two dozen in storage than with one dozen. Remember that profit is not made until the goods are sold. The little discount you may save on large lots will be lost on slow movers, stickers and goods out of fashion. Make the number of times you can turn your stock, the test of your business ability. To have something new coming in all the time is the most valuable of advertisers. You then have the latest. Should the style change at mid-season or should the season be delayed or changed suddenly you have no dead stock to work off. A retailer is not a speculator to buy futures by buying in a large stock with the expectation of securing higher prices, nor is he a banker buying to effect a small percentage on his money through discounts.

¶ Mercantile ability is shown by getting the most possible out of every dollar of capital. Economy—not parsimony—is essential to success in every business whether large or small. Don't be caught by the old method of buying two or four times a year. Buy often. Buy smaller lots and keep every dollar turning. On the other hand keep the stock complete. Do not run out. Every time a customer is obliged to go elsewhere an incentive is given him to trade at a rival store. With the right buying, nine out of every ten merchants could do more business without increasing expenses or investing extra capital. It is better to have some of your surplus in the bank than in overstock. Money in the bank is always a good thing. It never depreciates in value or becomes shelf-worn, or out of style. It will sustain you during panics and crises when others are going down. It will enable you to take advantage of a real bargain when it comes.

Store Space **H** There should be a thorough utilization of space. All space must render service. It must render profit. As to whether a store should be roomy or packed depends upon the character of the trade. For the aristocratic or exclusive trade there should be plenty of room. Few goods should be in sight. There should be plenty of light. There should be quiet-

ness. This class demands privacy, the exclusive attention of the salesperson. Their every comfort should be attended to throughout the sale. In general, however, the store space should be well filled. A small store fully utilized presents a more attractive appearance than a large one with scanty stock. Most stores could contain a greater variety of stock in smaller space without being overcrowded. The general appearance of the salesroom should be such as to present a large amount and variety of clean and new stock arranged in an orderly and artistic fashion. Goods allied in uses should generally be allied in position. New goods should be given a prominent place. Especial prominence should be given to those lines of goods which are of greatest importance to the business.

¶ Besides a general arrangement to suit custom, taste of patrons, and character of stock, there should be a careful departmentizing of all goods. System is necessary for success. Departmentizing is necessary to determine what goods are making money and what are not. By departmentizing both purchases and sales, a careful record may be kept showing the exact amount of stock purchased, sold, returned, or on hand at any time—every day if need be—cost of selling, cost of purchase, cost of delivering, bookkeeping expenses, office expenses, depreciation, fixtures, heating, lighting, value of floor space. All expenses

must be analyzed and divided to show the net profit or loss of each department, or class of goods. Proper arrangement and departmentizing of goods is essential to economy in the organization of the sales force. The whole working force should be so departmentized that there shall be a chain of authority running throughout and connecting each department so intimately with every other department and with the general manager as to give force and unity to the whole system. Records should be kept showing investment in each department season by season. If purchases of stock accumulate faster than sales in any department, the evidence will be at hand. A leakage on your capital may be checked. This saves money to meet real needs. Keep the stock complete. Keep it fresh and clean. Keep the store clean and everything in a neat and tidy condition. Even the ragged and dirty prefer to go to a clean store to buy goods, and refined and well dressed people will go there only.

Selling. Fair Dealing—The general purpose of a retail store is to sell goods to customers to their satisfaction and to its profit. The first essential in this relationship is honesty; righteousness, fair dealing. There must be a fair and honest representation of the goods. There must be but one price and that for everybody. The

markings should be open and plain. All secret signs should be avoided as they arouse suspicion of double dealing. There should be granted the privilege of returning goods if desired. This may cause some trouble and expense, but the confidence won by fair dealing and the increased trade that results will prove profitable.

¶ **Courtesy**—Next to the spirit of the square deal comes courtesy. Courtesy to buyer, courtesy to visitor, courtesy to fellow associates, courtesy to employer, courtesy to employee.

¶ Not negative, cold, indifferent courtesy; but positive, warm, aggressive courtesy. The courtesy that makes every prospect, whether purchaser or visitor, feel that you have a personal interest in him and stand ready to serve him the best you can. While politeness must constitute the very atmosphere of the place, yet visitors must be free from importunity. While having every appearance of a delightful place in which to trade everything should be avoided that approaches the appearance of a trap. A genuine desire to be of service to the prospect, whether rich or poor, old or young, should animate every member of the store. Put it down as a principle that no customer shall be allowed to leave the store without expert attention having been paid to his needs.

¶ **Price**—Another matter of importance in

the sale of goods is the price. Give good values and sell cheap, but not too cheap. The end of trade with the merchant is profit. Never make a price without bearing in mind that profit is the end sought. Each department should furnish a definite per cent of profit. If certain articles are marked below that per cent others must be marked higher. As the transportation companies fix the freight rate according to what the traffic will bear, so the rate of profit on each line of goods must be suited to what the trade will bear. A brisk trade is delightful, a crowded store inspiring, but both are of no avail without profit. Courage as well as shrewdness is required for realizing a profit.

¶ Right buying is not sufficient, you must sell right. Eternal vigilance is the price of profit in selling as well as in buying. Remember, your competitors are after profit as well as yourself. Therefore, don't fix your price too low. However, when a bargain is offered let it be a real bargain. Cut down the profit. Sell below cost if necessary, for real bargain-giving is the best of advertising. A few articles cut 25 per cent or 50 per cent pull harder than a score or more articles cut a few cents, and the results are much greater. Too many merchants fear what their competitors may do, and, because of this fix their prices too low. While the retailer should ordinarily

make about 40 per cent, many of them never make over a quarter or a third on anything.

¶ When the net is revealed at the close of the year, they are naturally disappointed. While it is better to sell too close than too high, aim for the middle price and then push.

¶ **Push**—Push all the time, never accept a dull season or even a dull day. Push when trade is hard for then more effort means more business. Push when trade is dull, for then business is most needed. Loafing means loss. Push means profit. There should be more hustling during midwinter and midsummer—those dull months. This will keep expenses from getting ahead of profits. It will keep people coming your way and prevent their going elsewhere. Establish a reputation for pushing while competitors are loafing. Anyone can loaf during a dull time, but it takes a real merchant to push. People like a pusher therefore, push. A busy merchant always has a crowd; he never lacks for trade. Freshness in goods and methods is the best of all advertising. Keep out of ruts. Lead, don't follow. Instill push and hustle into everything you come in contact with. Defeat competition by forestalling it. Have something new and push it that is the breath of life to the retail store.

¶ **Advertising**—John Wanamaker once said, "If I were going into business with \$1,500 I would spend \$500 of it in advertising."

He made this extravagant statement to emphasize the importance of advertising in modern business. Two or three per cent of yearly sales can be spent in advertising with safety and profit. Probably nine out of ten merchants spend less. The tenth merchant, however, is generally the successful one. The end of all advertising should be to **sell goods**. Like a Salesman it must be measured by the amount of goods it sells. An advertisement is a Salesman. Make a business of advertising, study the subject, scan the city papers, notice what the big merchants are doing and how they do it. Do your own advertising. Homemade advertising is always the best. You know your own business best. Prepare your advertisements with care, make them simple but plain. Describe your goods exactly as they are. Do not exaggerate. Do not misrepresent. Stand by your proposition. Honesty here in selling like honesty behind the counter will **hold** the trade once won.

¶ Advertise by newspapers, by window displays, by bargain circulars, posters, in any way that will reach the people. Generally, unless the handbill has been overdone, it brings better results than newspaper advertising alone for the ordinary store. Care should be exercised to see that the circular gets into the homes. A man at a fair price will be cheaper than boys, though hired for little or nothing. Try various means of adver-

tising and stick to the one that is most profitable. Frequently change your advertising. Unchanged advertisements grow stale. They do no good, most likely harm. Familiarity breeds contempt.

¶ **Special Sales**—Special sales are a most effective method of advertising. They attract public attention to your store. Secure a few good leaders. Something wanted but sold at a good profit by most stores. With suitable leaders scores of regular goods may be sold at regular prices if presented in a novel manner. Special sales may be made for an hour, or a day. These periods of special sale are of unusual value during the dull season.

¶ Akin to leaders and special sales, are bargains. Americans have gone daft on bargains. The Butler Brothers say: "What a tonic is to the human body, that a bargain department should be to a store. It is a reviver and a reconstructor. You may try all manner of schemes and plans; you may employ special sale promoters and spend hundreds of dollars in advertising your straight lines, but you will find nothing that will build up your business and hold it as will a well-managed and well-equipped bargain department."

¶ Somewhat similar is the "side line" class of goods. Goods which by their neat appearance furnish attractiveness to the store and which by their construction and make up readily sell themselves. Nearly all kinds of retail

stores are taking on more and more of these side lines of ready sellers. They are worthy of consideration for they sell at a good profit, while requiring little attention on the part of the sales force.

Details. Perhaps more than in any other business, the retailer must deal with multitudes of details.

¶ In fact, success in the retail business consists largely in the ability to master details. Here as nowhere else, "trifles make perfection and perfection is no trifle." The details of buying, the details of assortment and arrangement, the details of selling, the details of profit, the details of expense must be kept well in hand constantly and continuously. Small leaks unchecked will in time sink the largest concerns. Keep expenses down. Twenty per cent of the sales is a maximum for expenses, while ten per cent is a minimum. Strive to reach the minimum. Avoid all waste. Economize at every angle but don't be parsimonious. Save. Live well within your income. Save up against the day of need. Be able to pay promptly and always keep your credit good.

The Manager. The manager or executive head of a retail store must be a man with force of character. He must be a master, a teacher and above all a leader. He

must be a judge of men and know how to hire the right man for the right place and how to keep him and make him more and more efficient. He must be courteous, kind, thoughtful, appreciative, and above all enthusiastic. His spirit, in large measure, is sure to characterize the whole store. If he is cross, nagging, unsympathetic, so will be his employees. Cheerfulness and encouragement, inspire men to do their best; sourness, "bossiness," beget sullenness and check growth and efficiency. Honesty, purity, openness, fairness, justice, liberality, industry, and service should characterize the manager. The qualities desired in his employees must be manifest in himself. He must lead the way. The vice he would have his employees eschew, he must avoid. No stream can rise higher than its source.

¶ The manager must be a disciplinarian, a general who can marshal his forces for a campaign with the skill of a strategist, and win the battle with the genius of a tactician. The manager must know his business from A to Z and keep it well in hand at all times. The details, however, should be left to his assistants.

¶ He should be left free to plan larger things, better methods, and greater efficiency in securing results. When once he has selected the right men he should take them into his confidence, teach them his method of doing

business and make them feel that they are a part of the firm. He should encourage them to study to enlarge their mental horizon and to increase their efficiency. He should then hold them responsible for results. A careful record of each employee should be kept. In business, the efficiency of each employee should be registered in dollars and cents. With this data always at hand improvements may be secured on a wise and scientific basis.

The Sales Force.

H Every salesperson should be ambitious; but his ambition should be of the right sort. He should be ambitious to perform his entire duty, to develop his ability to its fullest capacity and to secure and maintain the largest possible trade for his firm. In other words, he should seek to make the most of himself in order that he may render the greatest service to others. Any other kind of ambition such as desire for rapid promotion, or great wealth is liable to breed discontent and prevent that full-hearted service essential to the highest success.

¶ The salesperson is a representative of the firm. He acts as an expert adviser to assist the customer in making the desired selection of goods. To perform this function successfully, the Salesperson should develop a personality that will be pleasing to the customer,

that will win his confidence and hold it to the end of the transaction.

¶ Besides a strong personality and a pleasant bearing, the Salesperson must have perfect knowledge of the goods if he is to act as an expert adviser. This is necessary in order to inspire that confidence and enthusiasm which should characterize every Salesman. He must have it if he would be able to point out to customers the particular features that give character and value to the article sought. He must have full knowledge if he would answer all questions asked by the customer and meet effectively any objections that may arise. It is also of advantage for the purpose of meeting the future needs of the customer. Knowledge of the goods will make the Salesperson familiar with the reasons that caused the buyer to purchase the goods and it may be laid down as a general principle, **that the reasons that persuaded the buyer to purchase the goods will also persuade the customer to buy them, provided the Salesperson is as capable of showing the merits of the goods and influencing and persuading the customer, as was the Salesman who sold the goods to the buyer.**

¶ Adaptability is another very essential quality in the Salesman's equipment. This comes with knowledge and experience. A thorough course in the science and the art of Salesmanship, with a thorough knowledge of

the goods to be sold should furnish that fund of ideas and suggestions that will enable a Salesperson to adapt himself readily to the various kinds of customers. The Salesperson should strive to meet the needs of every customer. No person should be allowed to leave without an earnest effort being made to satisfy his desire. If the want cannot be supplied at once make the customer feel that you are anxious to serve him, and will meet his needs for the future if possible.

¶ Every Salesperson should strive to make the most of himself and of his opportunity. He should be a growing man. He should study, and work, and undergo hardship, if need be, to make himself more and more capable. He should take care of his time, his health, his money. He should shun bad habits and questionable associates as a pestilence. The keen competition, the strenuous life of the business world, the progressiveness of the age require a man ever to keep at his best if he would advance. No young man can waste his energies, or time, or money and hope to attain high success in the business world. He must patiently and persistently push his way to the top. He must not rust out, nor lose patience, nor jump from one thing to another, nor become sour and disgruntled. He must be courageous and cheerful and courteous and ever abounding, being

assured that success will crown his efforts in the end.

¶ Nor will the faithful effort of the Salesman be in vain. He will be advancing from position to position, and finally when he thoroughly knows the goods of the house, its methods of doing business, the character and needs of its customers, and knows how to meet these needs with a high degree of efficiency, he will most likely become identified with the firm. A growing house is glad to have such men from which to recruit heads of departments. The man who by study and hard work makes his services indispensable is in the direct line of succession to one of the highest offices the establishment can confer.

Illustrative Principles.

The principles or maxims that have enabled others to accumulate an immense fortune or build up a great business are worthy of consideration. We may close this lesson on the Principles of Retailing in no better way than by succinctly stating the principles that guided Baron Rothschild to success in Europe and the Butler Brothers in America. The maxims of Baron Rothschild were:

“Carefully examine every detail of your business.”

“Be prompt in everything.”

“Take time to consider, then decide quickly.”

“Dare to go forward.”

“Bear troubles patiently.”

“Be brave in the struggle of life.”

“Maintain your integrity as a sacred thing.”

“Never tell business lies.”

“Make no useless acquaintances.”

“Never try to appear something more than you are.”

“Pay your debts promptly.”

“Shun strong liquors.”

“Employ your time well.”

“Do not reckon upon chance.”

“Be polite to everybody.”

“Never be discouraged.”

“Then work hard and you will be certain to succeed.”

¶ The principles laid down as “The Butler Way” are:

“Handle many lines.”

“Make every dollar of your capital turn as frequently as possible.”

“Seek the trade of all classes of buyers.”

“Buy in small lots and often.”

“Buy, through man or catalogue, by value and not by favor.”

“Discount your bills”.

“Give good values in worthy goods.”

“Offer bargains and make them, always, actual bargains.”

“Cheerfully exchange goods, or refund money paid whenever a customer is dissatisfied with a purchase.”

“Get rid of stickers by cutting their prices until they do sell.”

“Maintain your stock in a clean and orderly condition.”

“Treat your clerks in a way to insure their interest in your welfare. ”

“Create and jealously guard a reputation for absolute squareness in all your dealings.”

“Advertise by printer’s ink, special sales, show windows, and every other legitimate means.”

“Recognize no dull season as a necessity but push for trade all the time.”

LESSON XXI.

THE CLERK.

The Making of a Merchant In discussing this subject we feel fortunate in having the assistance of some of America's greatest merchant princes. Among these are Marshall Field, H. G. Selfridge and Henry Siegel.

¶ While this lesson discusses the Clerk in particular, it discusses him in his broadest significance. It not only discusses him as he is found behind the counter in the country store, but it follows him into the greatest department stores of the world. If there are any merchants who are able to give practical advice to clerks who are ambitious to become great merchants, these men are the merchants I have named above. Their words should be committed to memory, and their ideas carefully followed. This lesson should very reasonably be entitled, "The Making of a Merchant," rather than "The Clerk." These ideas will furnish the stimulus which will transform many a poorly paid clerk into a great merchant. These great merchants all started at the bottom, and they know every step in the way. They learned it by experience and are now millionaires.

¶ The late Marshall Field was at the time of his death the greatest and richest merchant in the world. His great Chicago store employed over eight thousand people.

First Principles—Getting a Position There are a great many basic principles on the subject of general Salesmanship which the clerk should understand.

The first thing he should thoroughly understand is how to make the approach and get a position. The clerk who gets a position when he isn't really needed is the man who knows how to sell himself. I know one young man who wished to get a position in a large shoe store in Columbus, Ohio. The merchant did not need him and told him so, but the young man was not to be turned down so easily, so he said: "I know that I can sell your shoes. I know I can satisfy you, and, in order to prove to you that I can do good business, I'll work for you the first week for nothing." The merchant was interested immediately and gave the young man a trial. He more than "made good" and was given a position.

¶ There are a great many clerks who would be willing to pay the price of the whole Course, if some one would only tell them how to get a position. Thousands of young men would like to go to the city, if they knew how to meet this difficulty. How to apply for a position is a great accomplishment. Young

men are very anxious to know how to act in the presence of an employer. They are desirous of knowing just how an employer will "size them up." They are anxious to know how to appeal to an employer, and how to convince him that they can do the work. We are going to give you here the opinions of the managers of two of Chicago's great stores. Mr. J. J. Blumenfelt, general manager of the Boston Store, says: "The chief qualifications required when hiring new people is the ability to sell goods. This we can judge from a very brief conversation with them. A man who cannot put up a good talk for a position certainly cannot offer a good sales talk." Mr. D. F. Kelley, manager of Mandel Brothers' great store in Chicago, says: "We judge of a man's selling ability by our conversation with him when we hire him, by his appearance, personality and previous experience. We then fix his salary on the basis of his apparent selling ability."

**Knowledge of
Goods and
Ability to
Make Analy-
sis**

After you get a position your greatest problem will be to learn the business so thoroughly and to so analyze your goods that you will be able to explain, intelligently, anything your customer may ask. Do you think the average clerk who scoops out a pound of coffee knows where it came from, how it was

raised, and what makes it good or bad? Does the average young man who sells men's clothing and furnishing goods, know where they were made, how they were made, of what they were made and who made them? Not more than one young man in a hundred knows these things, and he is the one who succeeds—who gains promotion.

¶ One of the first things a clerk should pay attention to is his goods. The analysis which we give in Lesson II. will show him just how to go about this. No matter what kind of goods you are selling, you should know where they were made, how they were made, of what they are composed and who made them. If you cannot find out from your manager or employer, write to the factory for information. They will be glad to furnish it. Possibly you think you are not paid for that kind of thing—Marshall Field wasn't either, but Mr. Field would never have been heard of, if he had not done just that kind of thing. **Not more than one young man out of a hundred has initiative, and that one steps out from the ranks.**

The Fruits of Study and Preparation Maybe you think that after working hard all day in the store you do not feel much like studying at night. Here is the point: Don't you think it would be better to work day and night for a few years and double your income and have things easier the

rest of your life? If Mr. Selfridge had consulted his feelings, he would never have worked up from the bottom in a few years and become a partner with the great Marshall Field. If a young man consults his feelings or his inclinations, or wants to go out evenings and have a good time because the other boys do, he can do that. But, if he does, he will never become a great merchant. The young man who follows his inclinations and has the easiest and most pleasant time when he is starting his business career, is invariably the one who a few years later is having the hardest time to "keep even" and grumbling at the "luck" which has kept him down, while some of his associates with no more ability, have been climbing into more lucrative positions. It is most difficult to lay the foundation for a successful career and a ripe enjoyment of the best things in life, and at the same time waste priceless moments and youthful energy in having a "good time." If you wish to ride in an automobile after a while, you will have to work hard now. Work, intelligent work, will mean more to you than any other one thing. Work day and night, if necessary. It isn't work that kills—it's worry and dissipation; and there are many forms of dissipation not in the regular category of vices, but practiced by young men of integrity and good moral character. Work won't hurt you;

it will do you good. You will thrive on it and eventually become your own employer.

¶ Just as soon as your employer finds out that you are taking such pains to learn his business, he will mark you then and there for promotion, and you will be promoted, if you are in other ways at all worthy. You desire your employer to know that you are spending time and money and working night and day in an effort to learn his business and advance his interests, but you don't want to directly tell him so. Use the Salesman's great art of suggestion. Go to him and ask him for information or where you can get specific information in regard to the composition and manufacture of a certain line of goods.

Knowledge Plus Integrity Wins! I stepped into Marshall Field's store in Chicago and asked to see some union underwear. The clerk showed me some very fine goods, and I said: "These are all wool, I suppose?" "No," he said, "they are not. They are a certain per cent cotton. You know underwear of this kind is much superior when made of part cotton than if it were all wool, as it will not shrink." This was the first time in my life that a clerk had ever told me such goods were not "all wool." **This clerk not only knew what these goods were composed of, but he knew why they were made of that material.** I had con-

fidence in that clerk; the incident impressed me. A customer is always impressed with the truth. They tell the truth at Marshall Field's and that is one reason for the great success of that store.

¶ I cannot place too much stress upon this subject of study. If there is a single word used to describe any kind of goods and you do not understand its meaning, take out your notebook and jot it down. At your first opportunity go to the library, and not only consult a dictionary, but read up on the word. Find out all about it. By so doing you are not only getting a splendid education, but when your next customer asks for those goods you will have an eloquent talk to make him, because you know what you are talking about. If you find a single word, either in this lesson or in this Course which you do not understand, underscore the word, mark it down in your notebook and look it up at the first opportunity. Develop the habit of getting information on every phase of your business which you do not fully understand. Persistence in this habit will yield you rich dividends. Determine that there shall be nothing in your department which you do not understand. After you have learned your own department begin to study the others. Remember that you are now laying the foundation for a great merchant. One employer

says, "Ignorance of the goods spoils more sales than anything else."

¶ After you have thoroughly learned your goods, there are some other qualities which you will need to know and practice in dealing with your customers. You should thoroughly understand human nature. Our lesson on that subject will aid you greatly. You will have to deal with a great many cranky people, and you must be infinitely patient. Courtesy is a great asset. You may be selling goods which are made by the most famous house in America, for which reason they may be a little higher priced than other goods. If you were to tell a lady they were made by Jones Brothers and, therefore, were high-priced, she might tell you she didn't care who made them, for she never heard of Jones Brothers. You would then have to explain that Jones Brothers made the finest grade of goods of that kind of any concern in the world, and their goods were sold only in the first-class stores.

Value of decision in Salesmanship

Another thing the Salesman behind the counter must possess, and that is decision.

Decision on the part of the counter Salesman has much to do in establishing the confidence of the customer, and everything to do with the customer's final decision to make the contemplated purchase.

¶ Decision after all is simply crystalized

judgment, and crystalized judgment is the result of knowledge, courage, and initiative.

¶ A Salesman may be bright, genial and have a good personality, but if he is lacking in decision he may handle his customers about like one Salesman I heard of. This Salesman was very attractive and customers would go right by other clerks in order to trade with him. In spite of this fact, however, he did not succeed in selling to nearly so large a per cent of his prospective customers as other Salesmen who were not so attractive.

¶ One day the proprietor decided to watch him. A lady came in, passed by several clerks and stopped by this particular Salesman who had attracted her by his winning personality. She produced a piece of goods and asked the clerk if he could give her ten yards of the same kind of goods. The Salesman pulled out one bolt, looked it over and pushed it back, did the same with several bolts and then came back to the first one and told her he guessed that was what she wanted. He lacked decision, himself. He did not seem to know and so communicated his spirit of indecision to his prospective customer. She said she would think about it and left the store without buying.

¶ The proprietor discovered that the Salesman had lost fifteen minutes, while another Salesman who was not favored with such a winning personality had made four sales. Let

us suppose this first Salesman had known his goods thoroughly and had been decisive in his manner. He would have known which goods matched the sample shown him and right where to find it. When he pulled out the correct bolt of goods, he would have told her so decisively, made the sale in three or four minutes and been ready for another customer.

**Value of
Knowing
Stock**

Employers are constantly saying that clerks do not know their stock. There is generally one man in each department who knows the stock. If he is there, he is asked; if not, they generally let it go. The general admonition is this: "Clerks should study." A recent writer on the subject of the clerk has the following to say: "The clerk who wants to succeed, who wants to make himself conspicuously indispensable to his department, who is ambitious to become a buyer, should train himself to know by sight and touch each grade of goods he handles. He should look everywhere for information in regard to his line; not only in the advertising columns of his and other firms but also in whatever printed matter comes to hand. Almost every manufacturer does more or less advertising nowadays, giving much information as to methods of manufacture, reasons why his product is superior, and suggestions for its use. As to the superiority of the

article, it is well to form an opinion independent of all statements made therein, but, as to information along other lines, much can be gained in this way. It makes no difference where the information is obtained, if it is accurate.

¶ "It is a point worthy of note that while only high class men are employed to take all preliminary steps leading up to the sale of merchandise, when it comes to the actual transaction over the counter it is most often turned over to those who are not even fairly well-informed in regard to the goods they have in hand. Employers are helpless to a great extent in this regard. Some try to hold to certain standards, but most of them are obliged to take such help as is offered."

Spirit of Service

You can figure that every individual who comes into a store is a possible customer.

You may take it for granted that every individual who approaches your counter does so because he wants to buy something. It is up to you to supply that need and do it in the very nicest and quickest way possible. Some years ago I stepped into a News office in San Francisco and asked the proprietor, or the young man who was supposed to be the proprietor, if he had *Munsey's Magazine*. "Yes," he said, but did not move. He continued to look vacantly out of the window.

I looked at him for a few seconds and said, "What is the price?" "Ten cents," he said, but made no move to get it. I looked at him again for a few seconds and left the place. I immediately went across the street and bought a magazine from a Salesman who **cared** to sell it. The public is entitled to good service.

Advice from Greatest Business Experts In his interview with H. G. Selfridge and Marshall Field Frank G. Carpenter, the famous correspondent for the Chicago Record-Herald has the following to say in an article which was written for the Record-Herald and copyrighted by him. "Chicago has businesses which surpass those of New York, Boston, or Philadelphia. It has one firm which does more merchandising than any other establishment in the world. This is Marshall Field & Company 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 an army of clerks greater in number than the forces Xenophon led on his march to the sea. The man I have interviewed was for years a leading spirit of Marshall Field & Company. 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. The 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."

Merchandising Demands Best Brains

Mr. Selfridge said: "Merchandising is changing everywhere, and nowhere so much as in the West. It has ceased to be a trade, and is becoming a science. When A. T. Stewart had three hundred clerks in his New York store it was considered a wonder. Now we have one retail dry goods establishment in Chicago which has ten thousand clerks, and its annual sales amount to tens of millions. The standing of the merchant is rising. The merchant is as much respected as the lawyer or doctor. He looks upon his position as a profession and is proud of it.

¶ "Such a business to-day 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 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 me-

chanics and labor-saving devices, to be some thing 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."

¶ In speaking of clerks he says: "The best are always in demand, and good men are steadily advanced. 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.

Originality and Initiative Rewarded "In the store of Marshall Field & Company a dollar is offered for every suggestion of value made by a clerk, no matter what that suggestion is. A dollar is also given for 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."

¶ In speaking of women as clerks, he says: "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."

¶ In discussing merchandising as a life work, Mr. Selfridge says: "If a boy has a

bent toward merchandising, his opportunity 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 when 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.

How to Grow in Business In discussing the boy who wants to succeed, he has this to say: "I would advise him to do his best when he starts out and to study how to do it better and better. 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 for study, not required for business, sleep, or meals. One should read good books and cultivate the habit of reading. He should make his readings 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. He must be honest, he must have good habits, he must have tact, judgment, energy, and per-

severance. I don't know that I would 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 especially advise the young man not to be in too great haste about getting married. It is said that it costs no 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 and even temper, and a good personal appearance.**

**Advice from
the World's
Greatest
Salesman**

The following advice which Marshall Field gives, as quoted by Frank G. Carpenter, ought to be worth hundreds of dollars to any clerk or young business man.

¶ "I would say that the young man should first consider his natural bent or inclination. He should take stock of himself, find 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 be alert and be ready to seize opportunities when they present themselves.

Value of Thoroughness “The trouble with most young men is that they do not learn anything thoroughly. They work carelessly, forget that what is worth doing at all is worth doing well, and degenerate into drones, relying upon chance to bring them success. The business world is full of such men; they are content with simply putting in 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 waste their lives in what might be called misfit occupations, and want to do what they are not fitted for. It is far better to be a good carpenter or mechanic of any kind than a poor business or professional man.”

Character Most Valuable Asset Marshall Field believes character means more than anything else to the young man. “The young man who has a conscience,” says he, “that cannot brook the slightest suspicion of wrong-doing, 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 be careful of their companions, and should cultivate acquaintances whose conduct and influence will enkindle high purposes.

¶ “The ability to restrain one’s appetite, 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.’

Saving and Success

“Careful saving and careful spending invariably promote success. It is not what a man earns but what he saves, that makes him rich. John Jacob Astor once said that the saving of his first \$1,000 cost him the hardest struggle. As a rule, people do not know how to save. The average man of to-day 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 them. The five, ten or fifteen cents a day 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 nickles. The young man should begin to save, the moment he begins to earn, be the saving ever so little, and if he does so the habit will be of incalculable benefit to him in after life."

Shut the Gate In answer to the question
Against Fail- why so many business men
ure fail, Marshall Field, in a few words gives the young man advice which will be worth a thousand dollars to any young man who has the wisdom to profit by it.

¶ Here is what he says: "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.

¶ “Another cause of failure is trusting out goods to irresponsible people. Retail business should always be done for cash. There is no longer occasion for long credits, as even the farmer of these days can get cash for anything he has to sell.

¶ “Merchants who keep their business in hand, who sell for cash and pay for goods on short time, taking advantage of all cash discounts, who keep good habits and give strict attention to business, very rarely fail.”

THE SUCCESSFUL DEPARTMENT STORE EMPLOYEE.

BY HENRY SIEGEL,

President of the Simpson-Crawford Company, New York;
Siegel-Cooper & Company, Chicago; and
Henry Siegel & Company, Boston.

Attention and Work The successful department-store employee is the boy or girl who, from a weekly stipend of a few dollars a week, works himself or herself up from an errand boy's or a cash girl's position to that of a “buyer” at a salary of from three thousand dollars to ten thousand dollars a year.

¶ I use the word “works” advisedly.

There is no other way to advance, a successful employee **must** "work" up.

¶ My own rather extended experience in, and observation of department-store matters, has taught me that, while character, ability, personality, and ambition may help an employee to succeed, no single one of these things, or combination of two or three, or the possession of all four, will bring success unless they are held together by a fifth—the keystone "work."

¶ The career of Edward Hillman, who began as a cash boy in "The Boston Store," Chicago, twenty years ago, and who is now at the head of the great house of Hillman & Company, of that city, is an instance in point. Mr. Hillman **worked**. I also offer in evidence the careers of Robert Ogden, with John Wanamaker, and Harry D. Selfridge, formerly with Marshall Field & Company, and then with Schlesinger & Mayer. Of the careers of Marshall Field and Levi Z. Leiter we all know. Mandell Brothers, of Chicago, who began their department-store careers as boys on country roads with peddler's packs, are the most remarkable instances of department-store success I recall at this moment. I began as an errand boy.

Department Store Opportunities The employee with merely a pleasant personality will not succeed. If a boy, he will stop with the position of a floor-walker, which pays from twenty-five to thirty-five dollars a week. If a girl, she will stop at the position of head saleswoman at a similar salary. Neither of these positions crowns department-store success, since there are goals such as buyer's positions to be attained, and these positions must not be measured by their mere money value in salaries. They involve, also, trips to Europe. They involve contact with artistic and beautiful things. They bring the companionship of refined and cultivated people. They bring power and responsibility. They involve big and broad lives.

¶ The great department stores of this country employ from two to three thousand people each. Of these from fifty to seventy-five are buyers.

¶ To a department-store employee an attractive personality is valuable. Even in the face of physical illness or mental worry over personal troubles, a man or woman working in these great department caravansaries must please—first, last and all the rest of the time—that **argus-eyed**, many-minded critic, the public; the sometimes polite, the sometimes impolite, the sometimes wealthy, and the sometimes poor public, which has made

the department-store popular. The employee must please the **millions** of Americans who have opened a new channel of endeavor through which the employee may gain that priceless heritage of American youth—the right to succeed.

¶ It is interesting to note that the department-store idea is not wholly an American one, unless it be the outgrowth of the American country store. The Whitleys, of London, and the Bon Marche', of Paris, gave some hint of department-store possibilities to American employees. I think, without doubt, however, that the first real modern department-store was that of Siegel, Cooper & Company, of Chicago, unless it was "The Fair," owned by the Lehmanns.

¶ As to character, we all know that that is the greatest factor in any success worth having. It will not, however, of itself gain success. As to ability, that, of course, also counts—although we all know of cases in which common sense has played as important a part in the careers of men and women as has its higher titled relative—ability.

¶ But ability or common sense of itself will not bring success. Ambition, too, of course, is illusive and elusive. It is, to use the old misquotation, "of such stuff as dreams are made of." Many a buyer has been spoiled because, as a cash girl or errand boy, he or she has had ambition—and noting else. I

can tell these employees by that far-away look in their eyes, when a customer is speaking to them. They are dreaming then, of the day to come when they will be on the other side of the counter, or show-case—the public's side. It is good for a department-store employee to have ambition, but not at such inopportune moments. Ambition and character and ability and personality are all worthless—from the department-store point of view, valuable as they are as adjuncts—unless with them goes—**work**. Education is a help—merely a help. Education is a help in anything. But in the department-store business—and of what other large industry can this be said to as great an extent?—it is not indispensable. A department-store career is, in itself, a liberal education, yielding, as it does, day by day, in the perfect school of experience, a knowledge of pictures and pianos, sorrow and silks, happiness and Haviland, eatables and ethics, men and machinery, and above all else, **work**.

Future of the Department Store

The modern department-store employer is at his wits end to devise new methods to help the employee to succeed.

In the smaller cities and towns, the public has little knowledge of the free medical attendance and drug stores that employers have established for the over-worked and poor

young women and men; of the exceedingly cheap and wholesome food served to employees; of the relief benefit association; of the savings-bank features; of the airy and comfortable retiring, resting, and reading rooms. The food furnished to the employees is furnished at an expense to the employer—not a profit. These departments of help are what we term “dead” departments. By that is meant that they bring the employer no income.

¶ I should really hesitate to say exactly what these things cost the department-store employer.

¶ So far as help of this kind is concerned, the end is not yet in sight. The employer realizes that to help the employee is to help himself. **It would not surprise me in the near future, to see all employees of the great department stores stockholders in the business of their employers.** The profit-sharing plan is as yet a new and untried thing.

¶ I think I may say, without vanity, that we do things better in the department-store business in this country than they do abroad. In London, for instance, the stores are not housed in one great building, as they are here. We do much more business with three thousand employees than our English, French and German cousins do with their force of five thousand people. It will be seen at once that, not being housed in one building, distributed over an acre, perhaps, they lack

organization. The employees, therefore, suffer. If one should desire to visit a restaurant, provided the foreign department store had one in connection with its business, the trip would very likely have to be made to another building.

¶ In inclement weather, on coming from warm buildings to the rain and sleet of the open air, colds are contracted. A department-store employee abroad is lodged and fed, as a part of his or her remuneration. That involves a lack of home life. It also means that the best European employees do not make as good a class of help. The best mothers, of course, will not allow their sons and daughters to be away from the parental roof at night. Yet, with this apparent opportunity for the investment of American capital and capacity in the department-store business abroad, there will be no new American invasion of the old countries. The field here is too great. American department-store employers have too many opportunities at home, and so have the employees—the generation that is growing and “working up.”

**Analyzing a
Retail Business**

The following analytical outline will prove very helpful, especially to inside Salesmen. The outline is based upon, and the illustrations drawn from a general clothing

and furnishing store but the same principles of analysis apply to any line of goods.

I. The purpose of a retail store should be to sell goods to the customer to his satisfaction and to their mutual profit.

II. The special aim of a **clothing** store is to give good service, dress the customer in the best style, and give expert advice as to style, value, appropriateness, etc.

III. The principle which must animate every Salesperson in order to carry out this aim is a real desire to take a personal interest in the customer and give him the best service, together with kind and courteous treatment.

IV. The Salesperson is the trained representative of the store. His purpose is to assist the customer in choosing the goods that have been collected from different sources at different times and at variable costs and arranged for distribution to the customer at reasonable prices.

V. Therefore the relation of the Salesperson to the customer should be that of an **expert adviser**, in the same way that a physician is an expert adviser to his patient, and a lawyer an expert adviser to his client.

1. In order to sustain this relation the Salesperson must develop a pleasing personality that will not only gain the customer's confidence and hold it to the end of the transaction, but such a personality as will induce the customer to return again.

Principle: No customer shall be permitted to leave the store without receiving expert attention to his needs.

2. **Calling the buyer.** The buyer or assistant buyer should be called, before permitting a customer to leave with his wants unsatisfied, in order to find out why his wants are not being satisfied and to make an immediate sale if it can be done to his entire satisfaction. A sale should not be made to a customer if the Salesman knows it will disappoint rather than satisfy the purchaser.

Principle: The reasons that induce the buyer to invest in the goods are the very reasons that will convince the customer to purchase them, providing the counter Salesperson is as good a Salesman as the traveling Salesman.

3. The Salesperson shall understand the customer (see Lesson XIII.) through a correct knowledge of human nature; through developing intuition; through a study of types and classes.

4. A Salesman must have a thorough knowledge of the goods (see analysis, Lesson II.) in order to be an expert adviser.

Reasons:

- a. To have faith in his goods.
- b. To have confidence in himself.
- c. To assure his customer.
- d. To arouse enthusiasm.
- e. To show the customer the special fea-

tures that give the article its style, durability and value.

f. To be prepared to answer any questions which the customer may ask.

g. To assist the buyer in his plans to satisfy future needs.

5. What to know.

a. **Fit:** An article must fit. This is a first essential. A Salesperson should look farther ahead than the profit on that particular article or sale. He should aim to satisfy future needs as well as present. For this reason **an article should not be sold to a customer unless it fits.** Fit includes every portion and detail of a garment, as well as its general adaptability to a customer.

b. **Style:** Style is sometimes to be desired above quality, as upon that depends the effect. It should bring out the strong points of the wearer and aid in covering up the weak ones.

Study all the goods in stock in order to learn the difference. Then systematize these goods in your mind. Plan ahead and determine what types of customers can best wear each. Then find out by experience what your results are.

Study different kinds of wearing apparel. If a woman buys a waist be able to suggest to her what kind of neckwear would be appropriate and bring out the beauty of the waist.

Thus you can sell more goods through power of suggestion.

c. **Finish:** If there is anything about the finish that enhances its value or adds to the style call attention to it. Note the quality, gloss, special stitches, or anything that adds to the quality—special finish, etc. (If the article is imperfect call the buyer's attention to it that it may be improved upon, or returned if necessary). If sold cheap for this reason, give the reason. These things give the customer confidence.

d. **Quality:** If you can't find out from your employer what the goods are made of and something about the textile value of such goods, send to the factory for information.

e. **Color and color combination:** Should be studied with reference to harmony, age, size, eyes, hair, and complexion.

f. **Fabric:** Learn name, manufacturing process, and composition.

VI. Special points to be studied.

1. Commercial geography for the purpose of learning source and transportation of products either raw or in their different stages.

2. Habitation of plants and animals from which raw products are obtained.

a. Study producer and production to learn how products are obtained.

b. Study facts about manufacturing to learn how goods are prepared for use.

3. Commercial conditions and causes which enter into the making of prices.

4. The general principles of commercial law.

5. **Store construction:** (a) how to build, ventilate, light, decorate and make convenient; (b) system, cost, credits, collections, buying, and selling—study different stores; (c) management, how to hire, train, and manage employees.

THE RETAIL SHOE SALESMAN

By Ben. R. Vardaman, Associate Editor Merchants Trade Journal and formerly Manager of a Retail Shoe Store.

¶ A skilled Salesman will apply the fundamental principles of his art to any line of Salesmanship in which circumstances place him, and if he for any reason changes from one line to another, he will very easily readjust himself to the new line and still apply the principles of his calling. But in order to attain the very highest degree of proficiency, it is absolutely necessary for him to know some things relating to his business that the average layman does not know.

¶ For instance, the clothing Salesman should know many things about his goods, such as the weave, fabric, quality, place of production, kind of labor employed in the production, and many other things that the man whose business it is to sell mining stock

need not know, and vice versa. Yet they both apply the basic principles of Salesmanship.

¶ As the subject before us has to do with the retail shoe Salesman, his work and opportunity, we will devote our time to the consideration of the salient features of his particular work, and he will be able to get the general principles from lessons devoted to the general subject of Salesmanship.

¶ Fitting shoes is a science, and in order to become expert in the work you must make a very critical study of the shape and general conformation of the human foot. As an object lesson you should only have to stand on the street corner a very few minutes, on a busy day, to see many living, limping testimonials to the fact that by far too many shoe clerks do not know all there is to be learned about the subject of fitting shoes.

¶ With the wonderful modern methods of tanning hides by electricity, and working the leather up into footwear that fits the foot in every angle, as nearly as a French kid glove fits the hand, the Salesman of today has a great advantage over his predecessor of ten or fifteen years ago. But at the same time the general public has a great many advantages in buying, and consequently there is a great deal more demanded of the present-day Salesman. The clerk of to-day who is to be the manager of to-morrow, must learn just how to

meet and handle all classes of people in a way that will induce them to desire the goods he is selling to the extent that they will not only buy them, but will return to his place of business when again in need of goods in his line.

¶ Many young men have entered the Sales-force in a shoe department, on a very small wage and have remained at the same work and at practically the same wages, as long as they were able to keep in "working harness," simply because they had absolutely no interest in the business further than to draw their little \$12.00 check at the end of each week. Such men are always blaming fate because they have not stumbled into some of the splendid openings that are before the bright, energetic young man who cares more for advancement than for his present salary. Interview the man of today who is occupying one of the many positions that are always waiting for the shoe man who is on the alert for better things; and you will find that he is a man who has never let an opportunity slip to advance the interests of his business, or in other words, to help the house for which he is working.

Opportunities in the Shoe Business It may not be out of place here to speak of a few of the opportunities that the young man has who is so fortunate as to hold a position "on the floor" of an up-to-date shoe department, or in an exclusive shoe store. If

one is looking for a place to study human nature there are few places that are better for the purpose than occupying a place where you can meet all classes of people and deal with them in a business way. It seems as though the average person is apt to so far forget himself that he will be perfectly natural when considering a business deal, and thus without the knowledge of the fact, he gives the Salesman in addition to the price of the goods purchased, some invaluable hints on human nature that will enable him to deal with the next customer more easily.

¶ In a day you will meet the doctor, lawyer, merchant, minister, politician, and laborer, as well as the college student and the society belle. Each one will give you some hint as to his peculiar whim and fancy, and, although you may not realize it now, you will find that the experience and knowledge of human nature that you will gain by thus meeting people will be very good compensation for you and you will be well paid if you have been drawing a salary only sufficient to pay your actual expenses for the first six months' work.

¶ However, you are not really a Salesman until you are able to induce customers to buy your goods, and the question of how to do this most successfully is the thing that we must consider now, and as our space is rather limited we will immediately go to the heart of our business, just as we should were we greet-

ing a customer at the door of our place of business. It may seem to you that it is a very easy matter to teach a young man the principles of getting business, but I assure you that the longer you study the subject and the deeper you delve into its mysteries the more fully you will realize that it is a stupendous task. There is seldom a day that there is not some new turn in the business that will reveal a new point to you, and the thing we must do is to be so well grounded in the basic principles that we can turn every point to our advantage. This we can do by careful observation. Keep your eyes open; do not let a single point slip past you unobserved. Do not fail to hear every word that the customer utters, and also catch the faintest inflection—for many times the very small inflection of a word or the tone of your customer's voice will give you a valuable clew to his real inner feeling, and that is the guideboard that you are looking for.

Make Favorable Impression

One of the chief requisites in a first-class shoe Salesman, is a strong, pleasing personality, ability to lead people. But

we will not take up that point here as you will find it very critically discussed in Lesson II. However, I will say that you will always find it much easier to sell a customer the line of goods that you are handling if his first impression of you is favorable. So strive your best

to develop that strong, impressive, magnetic personality that will **compel** people to obey your suggestion.

¶ A very valuable asset for the Salesman is the ability to so control himself that he can treat all classes of people with the most pleasing and yet the most natural courtesy under all conditions. You will find that to do this at all times will require a great amount of patience. If you do not use great discretion in the way you handle your customer at first, and if you once arouse his suspicion, he is apt to say things that will naturally have a tendency to arouse your combative nature. While, on the other hand, if you say and do the right thing every time and get his confidence, you have won the victory. Now the thing that you will find most valuable in assisting you in the art of interesting people, is the faculty of concentration.

Concentrate Your Mind on Customer It is absolutely necessary for a Salesman to keep his thought directed toward his customer and the proposition in order to successfully deal with a very large per cent of the customers whom he meets. He cannot direct a perfect flow of personal magnetism toward his customer by standing on one foot and thinking about the style of the clothes the passerby is wearing, or by allowing himself to drop into the habit of day

dreaming, or in other words, allowing his mind to wander through all the scenes of the day or night before. But he must keep the main spring of his success wound up to the proper tension or else he will have to give way to the young man below him, the young fellow who is on the alert for these potent little things. It always pays to be cordial in your greeting to your customers but it is a very unwise thing to try to be too familiar with them, as there are many people who are exceedingly sensitive about such things and you are in business to make as many friends as you can. One enemy can undo more in a week than a friend can accomplish in a month—so try to make as few enemies as possible.

¶ Be courteously dignified to all classes of people. Be just as kindly in your attentions while waiting on the poor washerwoman who can only buy a fifty-cent pair of shoes for the baby, as you are to the politician with the big watch fob and who is so free with flattery and so liberal with his cigars.

¶ Look your customer in the eye with an open, frank expression; speak in a low, yet clear, confidential tone of voice, and you will get his confidence which is more than half the battle.

**Know your
Goods**

In order to impress the customer with the value of your goods, you must know more about them than he does. Many clerks are not making money for their employer, and therefore not drawing larger salaries for themselves, simply because they do not fully appreciate this point. If you know some interesting things about the line of goods that you are displaying and can tell these things in a pleasant way, you are bound to get a person interested in the goods; you can then easily follow the natural steps in the **science** of Salesmanship and lead him on from interest to desire, etc., etc., till you consummate the sale.

¶ As an illustration of the advantage of putting forth an effort to advance in the business, by becoming thoroughly posted in every detail of the business, I will cite two young men of my acquaintance. One of these young men had been employed in a leading shoe store for two years, and yet he was unable to distinguish one kind of leather from another even of the most ordinary tannage, and he seemed to be as ignorant on other matters in connection with the business. However, this clerk was always complaining because he was not drawing better wages. The other young man entered a large shoe store, totally ignorant of the business, and he was but a very short time in learning that he must learn many things in relation to the business before he

would be worth very much to his employer, and command even living wages for himself. At first he went to the other clerks and to the manager for information, but as he was not entirely satisfied with the points thus gained he began spending his evenings at the public library, "studying shoemaking" so to speak, by reading everything that could be found that had the slightest bearing on any phase of his business. It was a very fascinating study, learning just what processes the hide is put through in the act of tanning before it comes out in the form called leather. He soon knew how the skin of the animal was treated in the various stages from the time it was taken from the animal till it was placed on the customer's foot in the form of a neatly fitting shoe. He knew what gave different kinds of leather the characteristic finish, what leathers were best for a certain kind of wear, and why they were best. In his study he learned what gave one kind of leather a certain finish which made it more desirable for certain kinds of wear. For instance, he soon knew that a vici kid was much more desirable for a man who was engaged in office work, than a calfskin, for the simple reason that the kid is lighter and more porous, thus giving a better chance for the escape of the natural accumulation of perspiration. He was not long in learning that the reason oil will make leather wear longer is owing to the fact that

it causes the fine fibers to slip on one another, instead of cutting as when they are dry. These things, and a hundred others, he soon knew, and when he spoke of the material and explained the workmanship of his goods, in a pleasant, confidential way, the people bought. Of course they bought, they were so wrapped up in that flow of personal magnetism that the Salesman had generated, that they simply could not resist gratifying their desire, which was to buy and test those wonderful shoes. And we might say that this clerk did not have to ask for an increase in his wages. In fact, it was not long till he was managing a store and drawing a salary that many professional men would be delighted to command.

Be an Expert Salesman You, sir, can be an expert Salesman, too, if you **will** to be one. All you have to do is to emulate the example of this young man who was raised on a farm and had no better opportunity than you have and not half so many opportunities as many young men who are complaining of their lot.

¶ When you are asked for a particular kind of leather you should not only know just where to put your hand on that kind of a shoe, but you should know enough about that kind of leather to tell the customer the reason it is not so good as some other might be for the particular wear for which it is wanted. It frequently

happens that a customer will ask for a shoe because he has heard it spoken of as a first-class shoe, and not because he knows anything about it from his own experience. In such a case you may not only do a kindness to the customer, but by so doing you may clinch him as a solid customer for your house; and as your employer is paying you for the business you do for him, that is a thing you should strive for.

¶ Some time ago I saw a clerk sell a pair of heavy shoes, designed for out-door wear in inclement weather, to a man whose time was spent in a warm office. Of course, the gentleman was troubled "with his feet" just as he would have been had he worn a pair of non-porous rubber boots while he was working in the office. Now, if this young Salesman had been wise he would have sold his customer a pair of shoes adapted to indoor wear, and would thus have made a customer for his house. As it was the customer naturally thought that the trouble was in the "kind" of shoes sold by "Smith & Jones" so he tried another store next time he was in need of shoes.

¶ Now, you can very easily learn the difference between a Welt and a McKay, and why a "hand turned shoe," that is a shoe that is made inside out, then turned—is so much more comfortable to the foot than another kind of shoe would be. You can easily learn that the "grain" means the hair side of the

leather; that chrome tanned means "dry tanned;" that a "velour" is "dry tanned" and some other leathers are not; that there is a difference between an "oak" and a "hemlock" sole; and when you can so easily equip yourself with this knowledge it certainly is a great mistake on your part for you to hope to accomplish very much without doing so.

Be an Expert Shoe Fitter Many people are afflicted with corns and bunions for no other reason than that the clerk who fits, or pretends to fit their shoes, does not know his business. It is a fact that a large per cent of the people of this country are wearing shoes that are too short for their feet, much to the enrichment of the man who sells corn plasters. A shoe is made with the idea of having the ball of the foot rest in the broad part of the shoe; however, many people have not learned this and consequently have made the mistake of crowding the foot too far forward, thus throwing the broad part of the foot in the narrow part of the shoe. This method of shoe-fitting soon develops corns on the joints of the toes and frequently causes an enlargement of the first joint of the great toe which often develops into a bunion. All these ailments are very easily avoided by wearing a shoe that is made the shape of the foot and by taking care that the shoe is just the proper size, being neither too large—

which will rub blisters on the foot— nor too tight—which will, of course, give pain. When you explain these things to a customer he cannot help thinking that you are an artist in your business and will consider himself fortunate in having met a Salesman who really knows his business, and who delights in serving his customers to their benefit.

¶ If you will take pains to fit your customer in a nice, neatly fitting pair of shoes, made of a leather suitable to his business, and then allow him to look at his feet thus dressed, in a mirror, so that he may see and appreciate what you have told him about the shoes; if you will treat every customer as though you considered it a favor to have an opportunity of fitting his shoes, you will soon have a personal following that will guarantee you a good position at the best of wages. It is a splendid thing for you to study all the points of the line or lines of shoes that you are handling, but even then you have only laid a foundation upon which to work; you must also make a very close study of the psychology, the science and art of Salesmanship. As I have been trying to impress upon your mind, all these points are simply to assist you in closing the greatest number of sales in the shortest time, ever keeping both the welfare of the customer and the interest of your firm before you.

Be Ambitious to Advance In visiting shoe stores over the country I have been struck by the almost universal weakness of the retail clerk. That is, he does not know how to make the customer desire a shoe of better grade than he asked for when he entered the store. If you ask for a \$3.50 shoe the chances are that the clerk does not put forth a very great effort to make you really desire a \$5.00 shoe. However, this is not always true I am glad to say, as my own experience has led me to know. A wide-awake young man in a Chicago shoe store, gave me such a fascinating array of facts relating to the shoe that he was showing me, that I really felt that it was a great bargain at five dollars; however, I found upon wearing it for a short time that it was really worth about three dollars and fifty cents. This young man had mastered one phase of Salesmanship, but sadly neglected another—that of absolute honesty in stating his proposition.

¶ After all, that is the very thing that you should always remember; know your business and tell it in a clear, straightforward way and you will be sure to interest people. Interest people and they will buy; sell to them and you **are a Salesman**; and a true Salesman in the shoe business has before him many glorious opportunities. Every shoe store and every shoe department in a general store must have a manager, and that position falls to the man

who has climbed the ladder from the lowest rung. When you have learned all the "ins and outs" of your business you will be eligible for election to such a position and your work will be pleasant and your salary large enough to pay you for the extra effort put forth to gain it.

¶ Again, there is another splendid goal toward which any ambitious young shoe Salesman should strive. That is, the position of buyer. Not only does the position mean good wages and agreeable work, but there is also the privilege of visiting the factories of many large cities in our own country, with an occasional trip to Europe in addition.

¶ The large shoe jobbers and the manufacturers are always on the alert for honest, wide-awake young men, who thoroughly understand their business, to represent them on the road. To any clerk who is desirous of an opportunity to travel and learn more of his country, this is a splendid opportunity. The average shoe man travels about five to seven months in the year and makes from \$3,000 to \$5,000 per year. Enough to strive for at any rate.

¶ These are a few of the points that are of vital interest to you, and I trust will prove a firm foundation upon which you may build yourself into a strong, magnetic Salesman. Study these things over daily and think of them in connection with what you have al-

ready studied along some of the other avenues of the general subject of Salesmanship, and as you go on with the study do not fail to apply these principles.

INTRODUCTION.

¶ It is no longer a question but that every man, whatever his vocation, if he would build firmly for success in that vocation, must be thoroughly grounded in business principles. The final test of every man in a business way is that he be able to "meet the situation". It further goes without saying that every man should be a master Salesman—in that Salesmanship embodies the whole art of dealing with one's fellows. Every Salesman, then must know how to handle the situation as he finds it; that is, he must be master of the individual work of the Salesman, the climax of which results in the various business deals and transactions of our daily life.

¶ But all efficiency is more or less unstable; all knowledge is more or less superficial which does not build upon a broad foundation that goes out into all fields of human activity.

¶ The foundation of all activity and achievement, back of all our inventions and all campaigns in the purely intellectual field, is the great traffic in the every-day necessities of life.

¶ That man, then, whether he be styled Salesman or not, who would best meet the situations that confront him from day to day, must go deeper down and wider out than the

narrow bounds of his immediate business deal. Here is where the expert Salesman becomes, not only more keenly expert, but broadens out into a large-minded capable business man. Here is where he develops into an organizer of both capital and brains, a director of the energy and effort of men who are content to know only what goes on in a small circle about them. A knowledge of the principles together with a knowledge of the methods in the great international problem of retailing lead a man out of the narrow circle of his own daily business routine to see and plan for bigger results.

¶ The greatest business men of the world are merely Salesmen highly developed and broadened out. To develop the highest efficiency in selling, the Salesman must fill himself first with the most intimate knowledge possible of the great field of retailing. Then he must go out into the broader avenues of wholesaling and become intimately acquainted there. It is the old story that knowledge begets enthusiasm and power. Things are clear in our own mind when we can see a chain of connecting reasons why they are so. When things are clear to us we may reasonably hope to make them clear to others. When a Salesman's argument is fed by taproots of knowledge that go clear down to the bedrock of the **reason why**, tracing his proposition and his goods through the different avenues they have traveled until he takes hold of them, he can

build an argument that makes him irresistible. He gets so full of his argument that it bursts forth from him like the leaves from the trees and all he needs is a logical and masterly arrangement of his ideas to become almost invincible when he presents his business.

¶ This study of the problem of wholesaling by Dr. Tiffany needs no further comment. It will be an inspiration to every student from the first sentence to the last.

LESSON XXII.

WHOLESALING.

*By Orrin Edward Tiffany, Ph. D., Head of the
Department of History and Economics,
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Westminster, Md.*

PART I

THE JOBBER AS A BUYER.

Evolution of the Jobber The relation of the manufacturer to the consumer has gone through several marked changes during our history. Before 1840 the importer was the all-important intermediary between the manufacturer and the retailer. During Colonial times there were but few goods manufactured in America. It was the policy of England to use her colonies as territories for furnishing raw materials for her industries and a market for her manufactured goods.

¶ During the war of 1812 a few manufacturies sprang up but they were small and produced but the coarsest kinds of goods. It took the people a long time to become weaned from a desire for Old World products.

¶ At first the exporter was an agent of

some foreign manufacturer. As time went on and the trade of the United States grew in importance there arose importers of American birth and residence. Many of these importers became merchant princes. They bought the bulk of their goods abroad, especially the better class of goods. In case of a scarcity of foreign goods the home manufacturer was given a "filling in" order to make up the shortage. Often the American manufacturer gave a foreign name to his brands, hoping thereby to reach the trade that was so desirous of foreign goods.

¶ By 1840 the American manufacturer had so developed and so won the confidence of the home trade that importations began to fall off. Importations were confined to narrower limits. The importer became less an importer of a general class of goods and more and more confined his business to the importation of specialty goods.

¶ From 1840 to 1860 the place of the importer was taken by the commission merchant. The commission merchant was more than a commission merchant: he was a financier as well. The greatest difficulty of the American manufacturer in those early years was the lack of ready money. He had to secure his raw materials, shape them into finished products, transport them by slow and expensive methods, and give long-time credit. It was six months and more often a year after sale before

he received any returns. This was a strain the manufacturer in many instances could not endure.

¶ The commission merchant came to the rescue. He took the goods from the manufacturer and advanced fifty to ninety per cent of the value of the goods, deducting a good interest in advance. Whenever the commission merchant found a purchaser for the goods and received payment for the same he liquidated his own loan to the manufacturer, deducted cost of selling, took out a fair per cent for commissions and returned the balance, if any, to the manufacturer.

¶ The manufacturer by this process, obtained the much needed cash to carry on his industry. He disposed of the selling end of the business, thereby securing time for perfecting the processes of manufacture. He kept the title of the goods in his own name to insure good faith on the part of the commission merchant, though often it was of little value for he received little or nothing above the first advance, and in case of destruction of goods by fire or water he might become the sole loser.

¶ The commission merchant obtained a good bargain without much risk. Within narrower limits the commission merchant even in our own time continues to thrive, especially in the field of handling raw agricultural products.

¶ The **Jobber, or Wholesaler**, arose with the Civil War and continued to hold full sway until the recent rise of the large department store and the mail-order house. The Civil war created a growing shortage of goods. Imports fell off and prices went up. It became profitable to buy and hold goods. Under such circumstances men were ready to buy goods outright from the manufacturer. The manufacturer was no longer under the dire necessity of handling his goods through the commission merchant at considerable sacrifice. Many of these buyers from the manufacturer were men who had already gained a wide experience in the retail business. The commercial agent developed with the function of purchasing from the home manufacturer and of importing from the foreign manufacturer.

¶ Thus we see the wholesaler takes the place, in part, of the commission merchant and, in part, of the importer. The commission merchant did not invest his capital in the merchandise. He did not carry a stock of goods. He received remuneration in interest and commissions. He often shipped goods direct from manufacturer to the merchant, simply guaranteeing the account. The wholesaler, on the other hand, keeps a large stock on hand. He assumes the risk of change of prices. He receives remuneration after the fashion of a true trader.

Functions of the Jobber It is the function of the wholesaler to act as an intermediary between the manufacturer and the retailer. The jobber is a merchant who buys in large amounts and sells in small quantities. He orders ahead and holds goods. In a certain sense he acts as a large warehouse, where goods may be placed by the manufacturer until such time as the market may be prepared for the goods. This system of storage not only prevents congested conditions on the market but contributes largely to the maintenance of a constancy in price. The wholesaler purchases of the manufacturer in large job lots, sorts, grades, and classifies his goods to meet the varying needs of the retail trade, thereby greatly facilitating the process of distribution.

The Services of the Jobber **Service to the Manufacturer.**—It takes time to manufacture goods. The manufacturer must begin the production of goods long before the demand for the goods is made. Rare good judgment is needed on the part of the manufacturer to determine with any degree of accuracy what the demand will be. The amount, character, style—all must be estimated months before the season's trade opens. The wholesaler is in constant touch with the trade. He can see the drift of trade and direct the manufacturer. The manufac-

turer, himself, is too far removed from the market and the retailers are too local in their knowledge to properly guide in the production of goods.

¶ Often the wholesaler may make, through his traveling Salesmen, preliminary orders to test the trade. Upon these preliminary orders with the retailers he may base an advance order with the manufacturer; with these as a guide the manufacturer may produce his goods with less risk. By this process the jobber shares the risk with the manufacturer.

¶ By purchasing large amounts of goods and storing them to meet the needs of the trade, the jobber further acts as a capitalist for the manufacturer thus supplying him with ready money.

¶ Again, the jobber makes it possible for the manufacturer to avoid having to hunt a market for his goods, though often, in the case of new goods, the manufacturer is compelled to secure a demand for the new articles among the consuming public.

¶ Furthermore, when credit is extended the wholesaler has better credit than the retailer. He is surer pay, a better risk.

¶ Moreover, the existence of the wholesaler enables the manufacturer to specialize on a few goods or on a narrower line of goods. The merchant should in general handle many lines of goods, but this principle is contrary to the general principle of production. Finally,

the wholesaler enables the manufacturer to run on less funds, for, if the manufacturer is hard pressed for ready money he has in the jobber a buyer.

¶ **Service to the Retailer.**—In the first place, the wholesaler assists the retailer in the selection of those goods that will prove the best sellers. The retailer, however, must be able to differentiate between the general market and his own local trade.

¶ In the second place, the retailer may buy in such small quantities as he may desire. The present tendency is for the retailer to buy in small quantities and often. Because of this fact the retailer may carry a smaller stock and still have a full line of the latest goods.

¶ A third benefit of the wholesaler to the retailer is the maintenance of an even quality or grade. First-hand goods come often in uneven grades. The jobber must assort the goods. He must grade them or blend them to secure the required qualities and standards.

¶ Again, the wholesaler is a money-lender to the retailer on credit goods. As the wholesaler makes more sales and more frequent sales he can better look after the retailer and watch his credit-standing. The manufacturer cannot well make cash loans.

Furthermore, as a wholesaler has often been a successful retailer he can give information, advice and stimulus. He knows the general conditions of retailing: what methods have

won success, the amount of stock to carry and its composition, the best system of bookkeeping, invoicing information of all kinds that will prove helpful to the retailer.

The Scope of the Wholesaler The field of the jobber may become as broad as the field of manufacture. There are no classes of goods, but under certain conditions, are handled by the jobber, while there is no class of goods but may be handled without him. There are between three and four hundred thousand persons engaged in the wholesale business in the United States. Their activities vary greatly. The goods most generally handled by the wholesaler are: dry goods, millinery, carpets, groceries, produce, hardware, clothing, boots and shoes, liquors, and drugs. Besides these general lines there are a great variety of specialty goods and notions handled more or less through the jobber.

Conditions Favorable to the Jobber **Character of Goods.**—If goods are produced in many different grades or qualities the work of the jobber is needed to sort and blend them into the standards known to the trade. Again, if the goods are of such a character that expert knowledge is essential to judge them, the jobber has a field for action. Moreover, whenever a single unit of goods is not large or expensive, and

the quantity handled by any one retailer is small, such goods can best be handled through the jobber. Wherever the goods are not bulky the wholesaler has a better chance of retaining a firm hold.

¶ **Character of Production.**—The wholesaler has a favorable field for action under the following conditions of production:

1. Whenever the manufacturing establishments are small and cannot keep a large Sales-force.

2. Whenever the manufacturer is at a distance from market, or regions of consumption.

3. Whenever competition between the manufacturers is not keen.

4. Whenever the intricacies of the manufacturing processes are so great as to require the undivided attention of the producer.

5. Whenever the goods are produced in a foreign country.

6. Whenever the name of the producer is not prominently connected with the goods by some kind of trade-mark.

7. Whenever the manufacturing process can be carried on only a portion of the year, some one must carry goods in storage and this is one of the chief functions of the jobber.

¶ **Character of Transportation.**—If the means of transportation are poor and expensive, the retailer will purchase of a jobber near at hand rather than from the distant manufacturer. If the classification of goods

is complicated, thereby greatly effecting the freight charges, the jobber can hold the field. Wherever there is considerable economy by shipments in car lots, the jobber is benefited. Again, wherever the time consumed in transportation is considerable, the jobber who is near at hand is likely to receive and retain the trade of the retailer.

¶ **Character of Retail Trade.**—The following conditions in the retail trade are favorable to the wholesaler:

1. If the store is small and has a small sale of goods.
2. If the stock is large in range in proportion to its value.
3. If retailer requires long credit.
4. If consumer requires long credit he buys of retailer and retailer of wholesaler.
5. Wherever goods are greatly influenced by sudden change of fashion.

Location Having become familiar with the conditions favorable to wholesaling, the jobber should select the city best suited to secure these favorable conditions. As trade conditions are dynamic rather than static the jobber should study the drift of trade. In some lines the jobbing houses have moved from New York to Chicago and are now moving to Denver. Once New York was the center of the hardware jobbing trade,

now St. Louis is the leader. The jobber must forecast the future in selecting a location.

¶ When once the city best situated for his line has been determined he must find his proper place in the district devoted to wholesaling. There is a strong tendency for wholesalers of the same kind to locate in the same region. The buyers strike for districts where the wholesalers are nearest together. Thus such a group gets the first patronage.

(Harper's Weekly, May 24, 1900, has an article of interest on this subject.)

Physical Equipment Much might be written on the physical equipment of the wholesale establishment, but equipment varies so with the size, location, and character of the establishment that it is scarcely profitable to treat the subject in a study on Salesmanship. In general it might be said that a wholesale establishment is both a storeroom and a salesroom. It is primarily a storeroom and secondarily a salesroom. There must be teams and trucks for draying with barns for their care; a receiving room where goods are unpacked and checked up; a set of warerooms suitable for containing the goods carried in stock; special sales or sample rooms for displaying goods; a packing room or assembling room; a shipping room; office for the management, president, buyers, head Salesmen, etc.; administration offices where

books are kept and directors meet; and there must be suitable apparatus for facilitating the various processes of the establishment.

¶ A few words might be said about the sample rooms. Certain samples of various goods are arranged in these rooms for comparison. There is generally no attempt at display. Price and quality determine sale. The aisles and counters are narrow. There are few or no show cases except for the protection of goods.

¶ Thorough reliability of the house and quality of the goods have been considered of first value in a wholesale store. In recent years there seems to be a tendency to give more attention to display. The sample rooms have been transformed into ideal retail establishments as object lessons for the buyers that come from the retail stores.

Buying

The Jobber's List.—The first question the manufacturer has to consider is: "To whom shall we sell? Shall we sell to any one who may have the price, or shall we sell only to the wholesaler? Shall we sell to each and all at the same price, or, shall we make prices to fit the amount purchased?"

¶ If the manufacturer decides to sell only to jobbers he must make up a list. He must decide what persons or firms constitute jobbers. Here again are met other difficulties. Who are jobbers? Shall all persons who sell

in original packages, or all who sell to retailers be recognized as wholesalers? The most common basis is to consider any house as a jobbing firm that keeps five or more Salesmen on the road. Rarely are there any lists made up by agreement among manufactureres.

¶ **Price Differentials.**—Most manufacturers make a difference in price between a jobber and a retailer. This is done to protect the wholesaler and to encourage the retailer to buy of the wholesaler. Often the price made to jobbers varies according to the amount of purchase. Again, age of relationship and personal feelings may permit better terms to one than to another. It frequently happens that a large retail store may become a larger purchaser of goods than a jobbing house. A price differential in preference of amount of purchase would thus work against the jobber. Great care must be exercised both by the manufacturer and the jobber to fix upon some basis best suited to their special line of goods. The basis selected should be fair. As far as possible it should avoid giving rise to a spirit of dissatisfaction.

¶ **Buyers.**—Buying is done per size, per time, per line of goods, or per special buyers. The price differential in favor of large purchases has already been explained. Some jobbers, as in St. Louis, require the manufacturers to send their Salesman at the same time. The goods of all must be displayed

at the same time. By this plan winter goods are purchased in March, April and May; spring and summer goods in November. Jobbers who handle the goods of but one manufacturer exclusively may be said to buy by line of goods.

¶ Goods purchased by special buyers are goods secured through what is known as the **syndicate buyer**. Several wholesalers, for the sake of mutual benefit, may join together and support buyers in the largest markets. This syndicate buyer buys for the several wholesale houses in the league. The syndicate buyer is on the lookout for special bargains which he makes known to the various jobbers that support him. He keeps the jobbers informed regarding all changes in the market. By buying in vast quantities he secures lowest prices. By his constant study of markets and prices he knows when he is receiving the lowest prices.

¶ The chief objections to the system of syndicate buyers are that they may include retail houses on their lists; that they include small as well as large jobbers; that they keep the manufacturer in the dark as to his customers; that all customers are put on the same basis; that the jobber loses one very important function, that of buying; that it teaches the retailer a trick in direct buying; and that it creates in the end a new middleman. Though the syndicate buyer is generally

paid a straight salary, there is always the possibility that he may receive a secret commission from the manufacturer.

Guarantee of Price.

We have already seen that the wholesaler often orders goods a long time ahead so the manufacturer may have time to produce the required line of goods. There is always more or less fluctuation of price on the market and often the jobber runs the risk of loss by ordering far in advance. To offset this he may require a guarantee of price on the part of the manufacturer. Should the price drop the manufacturer must share the loss.

¶ This agreement to back the jobber enables him to purchase in larger quantities. A large stock is of advantage as it enables the jobber to make a large display. It saves him from having to make substitutions on second orders from the retailer. It gives the Salesmen a better opportunity to increase their sales, and it enables the retailer to buy in advance and in larger quantities for he can in like manner secure a guarantee from the wholesaler. The chief danger of price guarantee is that of overstocking all along the line. It is used quite extensively to get rid of goods.

The Stock

The amount, range, and variety of stock must be determined by the capital at the disposal of the

wholesaler, the location of the business, whether far from or near by place of manufacture and by the personal experience of the jobber from year to year. There should be kept on hand a sufficient stock to show customers a variety of goods and to fill orders promptly. Yet here, as in the retail business, the jobber should rely upon frequent rebuying rather than upon a large stock. Let rapid turn of stock take the place of heavy investment of capital.

¶ The range of goods should correspond to the needs of the retailers dealt with. The jobber must consider the amount of investment, the advantage of carrying a full line so as to sell a full line, and the economy in expense of furnishing Salesmen with sufficient range of goods to make frequent visits to the retailer profitable.

¶ As to the varieties of goods to be carried, a few varieties with full sizes or grades is the safest stock to carry. There are, at present, too many varieties with scarcely any real differences. This is unnecessary; it adds confusion, and useless expense to the trade. From time to time new lines must be added, but the jobber should be conservative about taking up new goods until they have been well advertised and a demand for the goods has been created among the consuming public.

PART II.

THE JOBBER AS A SALESMAN.

Selling The selling problem is the most important of all the problems with which the wholesaler has to deal. No matter how well he may have located, how thoroughly he may have organized his business, and how carefully he may have selected his goods, unless he can sell, his efforts are in vain. In selling goods, four cardinal factors must constantly be kept in mind—the goods which must be sold, the buyer to whom the goods must be sold, the price at which the goods must be sold, and the Salesman or the agent through whose instrumentality the goods must be sold. Whatever may bring these factors most easily and constantly into harmony with one another will promote the welfare of the wholesaler and increase his profits.

¶ We have already discussed the range and character of goods; we pass on to the buyer. We may classify buyers as resident buyers and out-of-town buyers. The resident buyers are those having a business in the same city as the wholesaler or buyers whose residence is in the same city but who buy for stores located in other cities.

¶ The out-of-town buyers are those who reside in some other city than the wholesaler

whom they patronize. The out-of-town buyer may purchase goods from the jobber in any of three ways. He may visit the jobber periodically; he may buy from traveling Salesmen, or he may secure his goods through the catalog or mail-order system. Some merchants use all three methods.

¶ **Advertising.**—The jobber uses a different system than either the retailer or manufacturer to keep in touch with the buyer. There is little of the glaring advertising done by the jobber. The jobber makes more use of the trade paper. Usually the prices are not quoted, though in case of some large houses the “price current” is given. Calendars, souvenirs, or samples are sometimes used to remind the retailer of the friendly association with the house. Often the trade papers contain much suggestive and valuable information on the character of the goods, their manufacture, methods for displaying goods, and means of increasing sales.

¶ Another means of advertising that is used to hold the trade of the retailer is that gotten up to set forth the advantages of a particular city as a desirable place in which to buy. The commercial advantages of the city are boomed through the large city papers. Booklets are sent out to the retailers throughout the district whose trade the city hopes to secure and hold. Syndicate advertisers go from city to city to write them up and the

wholesalers send out large quantities of such material so as to attract trade.

¶ The wholesalers of Detroit some years ago made a trip throughout the state in a special train which attracted much attention. Baltimore is now planning a great festival to attract retailers of the South to the city. New York and Chicago plan buyers' excursions at special rates over the various roads into the city to bring the out-of-town buyers to the city. Often entertainment is given. Sometimes it is lavish; but there is a growing sentiment among retail establishments that their buyers should refuse all entertainment by jobbers lest they be influenced to buy on friendship rather than on merit. While these various means are used by jobbers to attract trade, the chief and best means of securing and holding trade is by offering extra good goods at satisfactory prices.

Price Price ranges from minimum of cost of production plus cost of handling to maximum of monopoly price. Care must be exercised not to allow a waste or loss anywhere, for goods are turned so rapidly by the wholesaler that much loss may ensue. The wholesale price fluctuates more than retail price but less than manufacturers' price. Like the retailer the jobber must make his price such that the goods will bear it. Some goods must be sold close, others

will stand a higher margin. While actual loss on any goods should be avoided, the jobber must look to a general per cent of profit rather than to an equal per cent of profit on each line of goods handled. The jobber must be alert to keep prices right. He must watch his field. He must meet competition of other jobbing houses, of mail-order houses, of freight rates, of special accommodations, and of well organized systems of trade.

Salesmen Within the house there are several classes of Salesmen.

First, there is the **head** or **general Salesman**. He plans in a measure the sales-campaign. He receives the new buyer and helps to hold the old ones in line. He is given considerable discretion in handling customers. His wide experience and ability enables him to land the hard customers, and to sell to the best advantage of the house, working off the stock in proper proportions. The salaries of some head Salesmen range from thirty to forty thousand dollars per year.

¶ Next to the general Salesman is the **department Salesman** who may sell anywhere throughout a department. Under him is the **stock Salesman** selling a specialty stock. He must know the quality and character of goods completely. The head Salesman, the department Salesman and the stock Salesman carry on the sale of goods in the house. They may

direct the sale of goods by catalog or by mail-order. But as the literary side of Salesmanship is to be treated elsewhere in this course we shall devote our attention mostly to out-of-town selling by means of the traveling Salesman.

Traveling Salesman

The traveling Salesman or drummer has his origin in the trade conditions begotten by the Civil War. When he first made his appearance he was loud in appearance and bombastic in manner. Prices were going up and it was easy to sell goods. That period gradually wore away and competition began to wear off the gilt edge profits. Sounder methods were needed. To-day competition is so keen that the traveling Salesforce must be made of the best stuff and guided by the most perfect system if the wholesaler would meet with success.

The Making of the Sales- man

How is the jobber to secure the kind of Salesmen he wants? There are several ways to secure men:

1. The jobber may take them from his selling force within the house.
2. He may advertise for them.
3. He may select them from men of his acquaintance.

4. He may select them through employment agencies.

5. In the near future he may be able to secure men from schools of Salesmanship. In selecting a Salesman, the jobber should inquire into the ancestry, the early home life, the early training, the personal habits, the technical training of the applicant in Salesmanship, his previous experience and his record with his former employers. Tie to the Salesman who has character, who is trained, who is ever anxious to improve, and who is ready and willing to work.

¶ Having secured an efficient and wide-awake Salesforce, **teach them.** Teach them your business methods, the organization of your house, your goods. **Take them to the factory, let them study the process of manufacture from beginning to end.** Let them understand the costs of the various processes. The Salesmen, to succeed best, must know their goods from A to Z, and know the house and its policy through and through. They must know thoroughly the particular merits of their goods that differentiate them from all the similar goods of their competitors. **This accurate and positive knowledge gives power. Specific training in the business methods of the house begets confidence.** Frankness and openness on the part of the wholesaler begets loyalty. Add to the power of specific knowledge the confidence and loyalty that begets

enthusiasm and you have a force that will place your goods on the counters of the retailers and keep them there year in and year out in spite of the keenest competition.

Routing the Salesman

When once great selling force has been generated it must not be wasted. The Salesmen must be routed to the best advantage. The character of the trade, the transportation facilities, the size and location of the cities, the character of competition, the frequency of call—all must be considered in laying out the routes.

¶ Some years ago forty cities together with the small towns lying between was considered a suitable territory for one man. The tendency at present is to cover less territory and more frequently. Thirty towns with over seven hundred inhabitants will give a man plenty of work for thirty days. Some lines of goods would require covering the territory every two weeks. It often happens that for certain reasons a Salesman may not be able to work all the district given him. Certain small places may become neglected. The personality of the Salesman, or some mistake on his part may have lost him some desirable trade, or fail to secure certain new trade. In such cases it frequently pays to place a "rider" a special Salesman, in his field to supplement

the work of the regular Salesman, and to bring up the trade to a higher notch.

¶ The best means of following the Salesman on his route is by the map and tack system. This is a device consisting of a cabinet with shallow drawers containing maps of the region to be traversed. The size of the region represented by the map, whether a portion of a state, a whole state, or more, depends on the nature of the business. These maps show all the towns, cities, railroads, boundaries, etc.

¶ Tacks with different colored heads and balls of different colored twine are used to show the movement of the Salesman, the credit conditions and the prospects. The actual sales made in the district covered by each Salesman is here noted for comparison, for suggestion, and for stimulus.

Maintaining Efficiency To ascertain the real efficiency of each Salesman, careful records must be kept showing the daily, weekly, monthly and yearly sales and expenses of each Salesman. The reports as finally corrected should show the net results, the actual orders filled and the net profit.

¶ On the basis of the records the manager can estimate the amount of work to be done. Each Salesman must be urged and helped to reach the amount of sales set for him. There must be competition among Salesmen but bit-

terness and strife should be avoided. **Each man must strive to beat himself, not another.** The competition to be just and truly fair must give each man a chance. The aim of the contest should be to see which Salesman can secure the largest percentage of gain. Gross sales, expenses, towns visited, new trade secured, complaints, orders cancelled, bad debts—all are factors to be considered in making the final awards.

¶ The sales manager must keep in constant touch with the men on the firing line. He must keep them informed of trade conditions, prices, prospects, help them over rough places, and help them to put on courage when the stock runs low as it is sure to with everyone at times. Don't scold, don't nag—**Boost.**

¶ Many wholesalers publish weekly or monthly bulletins for their men. These reports show what the various men are doing. All fine records are noted and suggestions made. The bulletins should contain valuable knowledge, the records of the best men and plenty of optimism.

¶ Conventions are very helpful in promoting and maintaining loyalty and efficiency in the salesforce. In these conventions all difficulties may be talked over and the various solutions noted. Practice work in selling may be indulged in to advantage. Besides the practical knowledge gained by these testimony-meetings the social mingling of the

Salesforce and the houseforce more closely unites all portions to the organization and promotes good cheer and enthusiasm.

The Salesman As the early lessons of this course have been exclusively devoted to the principles underlying the sale of goods it is not necessary for me to protract this lesson by entering deeply into the subject. **The Salesman must have self-respect. Honesty, loyalty, cleanliness, good personal appearance, and good goods will produce and maintain self-respect. There must be technical knowledge of goods and of the customer. There must be tact and politeness. There must be industry. There must be system, There must be enthusaism.**

¶ **Analyze the proposition. Prove one thing at a time.** Classify objections, and settle each question by itself. Talk goods to save talking prices unless you have a very special price to offer. Don't antagonize. Don't argue. Quote others. Use suggestion. Talk on the positive side not on the negative. Don't assume to know more about a man's business than he does. Don't dodge a question. Stick to your subject. Most men are busy. They have other propositions to consider. Remember your prospect is more interested in a good money-making proposition than in a social chat. **When you go into a man's place of business have something to**

say. **Say it and then stop. Don't talk too much.** Say just enough to make every step plain and keep the conversation alive. It is quality of talk that counts. **Make your talk the shortest distance between two points.** "A real Salesman is one part talk and nine parts judgment, and he uses the nine parts of judgment to tell when to use the one part talk."

¶ Finally, don't forget optimism. It is the stuff all progress is made of. Nothing succeeds like success. Scatter sunshine. Inspire good health, good cheer, good prospects into everyone with whom you come in contact. Be courteous, be generous, be kind. Treat the world right and it will serve you.

Remuneration and Promotion A straight salary, a straight commission, or a combination of the two may be given a Salesman in remuneration for his labor. In the grocery trade and the drug trade, the system of remuneration is generally a straight salary. In the jewelry business a commission is given. In the dry goods trade both salary and commission are common. The common Salesman receives about one hundred dollars per month salary. The better class of Salesmen run up to seven or eight thousand per year, while the head Salesman may receive a salary as high as thirty or forty thousand dollars per annum. For the most part a regu-

lar salary is considered the most satisfactory method of remuneration. Men will work for less and feel more contented on a regular salary. There is a satisfaction in the certainty of a definite salary.

¶ Promotion for the most part is based on increase of sales. Increased net profit to the house is the basis of advancement in salaries. For the most part there is no stated time for promotion. **The best houses promote men as rapidly as they prove themselves worthy.** They make short-term contracts with men. This lessens the probability of dissatisfaction with the terms of the contract and makes an equitable rating possible at intervals of a few months.

Expenses of Salesmen One of the most perplexing problems the jobber has to deal with is the expense account of his men on the road. The account is susceptible to grave abuse. There are so many items: transportation—including sleeper, porters' tips, excess baggage, livery, cab, drayage, sample room, street car fare; communication—including postage, telephone, telegraph, expressage; living expenses, laundry and entertainment. How easy to pad the accounts. One may ride on mileage, pass, scalpers' tickets, on slow train, in coach instead of sleeper; he may eat at restaurant

instead of high-priced hotel, and so all along the line.

¶ How may these difficulties be overcome? There is no fast rule for all classes but system can be used to mitigate the abuse. The jobber should require his men to itemize every account and provide vouchers as far as possible. Though vouchers are not very reliable, they, with other evidences, may help the house to determine with a degree of accuracy how their money is being spent.

¶ The jobber may make hotel arrangements from headquarters. He may also do much to arrange for transportation. The entertainment account should be stricken from the list as far as possible. It is too often a means of temptation. **Trade that has to be bought is unreliable.** The Salesman or house that practices it is held in less esteem afterwards. If some entertainment must be given have every item specified, the amount, the kind, the price, the person entertained, the circumstances and whether or not an order was procured. No Salesman likes to see on his expense account items for dinners, theatres, cigars, and drinks; and this is especially true where no large orders result. Even then such entertainment can but weaken the moral fibre and health of the Salesman and make for his future downfall. Selling goods by traveling Salesmen is very expensive at best, amounting to about forty per cent of sales

and thorough system is necessary to avoid loss. Eternal care and vigilance is the price of success in modern business.

Holding Customers No Salesman can be considered a success no matter how large his sales unless he paves the way for future orders. Permanency should be and must be the chief corner-stone of successful business enterprise. The same care and study that is given to the pre-approach that one may win an interview should also be given to the leave-taking. **Your customer should definitely expect your return and desire it. He must be made to feel that you have a real interest in him and his success. And you must have such interest. You must strive to serve him. You must devise ways and means to serve all your customers. Your coming should be looked forward to by them as a time when you will bring them some new idea, some little accommodation, some friendly courtesy that will benefit them. To hold trade is as profitable as it is to secure new trade and it gives the advantage of greater stability.**

Cancellation of Orders Cancellation of orders is a trade abuse that at times is very aggravating. Legally the retailer can be compelled to take the goods ordered, but to force the order would be to

lose the patronage of the purchaser. The causes of cancellation may lie either with the buyer, the wholesaler, the Salesman or partly with each.

¶ The Salesman in order to run up his sales may overload the retailer. Some retailers buy and then make investigations afterward. They find themselves with too many similar goods on hand, or find such goods slow sellers, low-profit goods. The causes of cancellation may be due to death of partner, to crop failure, to fire or wind.

¶ Again, the cancellation may be due to the fault of the house in shipment. The jobber should be able to ship promptly and completely.

¶ There should be no "back orders" to bother the shipping clerks, the retailer, and the credit man. Promptness is the result of system in opening of mail, filling of orders, packing, shipping, and keeping careful check upon all the processes to avoid mistake or delay.

Return of Goods

Though not so common an evil as cancellation, return of goods prevails to some extent. To be sure of securing a good stock of fine goods some buyers order from several jobbers, sort out and return goods not wanted. Others discount bills by sending back goods just before pay-day, and then re-ordering on

another credit-period. Under certain circumstances return of goods is justifiable. This is true when wrong goods, wrong sizes, defective goods, mismates, or substitutes have been sent. It is also proper in case of sample goods or special goods sent on approval.

¶ The best cure for return of goods is extra care on the part of the Salesman to see that all orders are straight, and care on the part of the house to see that only the right goods are shipped. Here again, system is essential to save waste.

Loyalty of Salesmen to House

One thing that the Salesman should most carefully guard against is in taking sides with the customer against his firm in order to strengthen his personal prestige with the buyer. While a firm must depend upon its Salesmen to represent it faithfully at all times, and each Salesman is an important feeder for the business of the firm—the individual Salesman without the house back of him is nothing.

¶ To preserve unbounded and unquestioned confidence in his firm is an all-important item with the Salesman. While it should not be his part to assume that his firm is infallible he should preserve absolute faith in the integrity of their intentions. Whenever he tries to shield himself at the expense of the firm, it will sooner or later react unfavorably

upon him as well as undermine the confidence of his trade which must be the basis of a profitable amount of business.

¶ An expressed willingness to aid in adjusting matters and an expressed faith that everything will be adjusted fairly is the only safe course and the very best course possible. That the Salesman should stand staunchly by the firm where the customer attempts to take an unfair advantage is also most essential. If a Salesman hasn't absolute faith in his firm, he had better leave it.

Credit

The basis for the limit of credit is difficult to determine. Each house must decide the question for itself. For the most part cash business is best, short-time credit is preferable to long-time. The credit department requires equipment of its own. A careful record should be kept of all customers. The standing of any should be obtainable at once.

¶ There are many ways of finding the credit of a customer. Inventories, commercial ratings, collection agencies, personal character, reports from other houses, banks, Salesman's report—all help to determine the rating of a customer. Credits differ with times and seasons, and with the character of the goods.

¶ There are always difficulties in the credit system. Dealers figure out discount after date of discount expires, or send less than

amount due in order to send "even change," or discount the whole bill when only discount on a part was offered. And many other reasons lead the merchant to take advantage of the jobber through the credit system. But as this subject lies rather outside wholesaling as such, we pass it by without further comment.

Complaints The chief grounds of complaint in the wholesale business are the following:

1. Interest charges on overdue accounts.
2. Allowances and credits for returned goods.
3. Shortage and back orders.
4. Delays in shipment and in transit.
5. Substitutions.
6. Stuffing an order.
7. Holding orders without explanation.

¶ Sound principles in wholesaling require that all complaints be tabulated, their cause sought out, and the responsibility for them placed where it belongs. By such records only can the house devise means for removing the causes and thereby prevent loss.

Cost of Wholesaling It is estimated that on the average wholesaling costs eighteen and two-thirds per cent of the cost of goods, or fifteen per cent of the selling price. The jobber receives engross ten per cent and net two and one-half per cent. It is seen that the cost of wholesaling

is but a little less than retailing. The jobber adds fifteen per cent to the cost price to pay for handling the goods through the house; the retailer adds twenty per cent to the cost to pay for handling the goods.

The Future of Wholesaling We are passing through a period of marvelous development. There has been a tremendous increase in agricultural and mineral products. The growth of manufacture has been even more marked while transportation facilities have increased more rapidly than production. Increased production and better means of transportation have widened the markets. In many instances the widening of the market has broadened the field of competition and increased its intensity. This in its turn has tended to bring about combination in manufacture and a more direct method of selling the products of manufacture.

¶ Thus we see that increase in production may not result in a corresponding increase of trade for the wholesaler. The enlargement of the retail establishment into the department store, and the tendency of the manufacturer to sell goods direct to the trade, tends to increase the proportion of products that are sold without the intermediary service of the wholesaler. The wholesaler, however by carefully studying his field and by thorough organization, may continue to handle no small share of the ever-increasing trade of our country.

LESSON XXIII.

NATIONAL CASH REGISTER SELLING METHODS.

A NATIONAL CASH REGISTER APPROACH

¶ Here is an approach I have used with success in selling Cash Registers:

“Mr. Blank, my name is Knox. I represent the National Cash Register Co. (wait a couple of seconds) and I want to show you how a Modern National Cash Register will increase your profits, stop losses in your store, and increase your business.”

¶ In that very short opening statement, I appeal to his pocket book and his curiosity. Both are quite necessary. He is interested in knowing how any machine will increase his profits. Furthermore, he knows he has **some** losses in his store. He would like well enough to see them stopped. So far so good. The two appeals are addressed to his self interest and he understands them. But when I tell him I want to show him how to increase his business, he is immediately curious and will most likely say, “Well I can see where you might increase my profits and stop losses in my store, but what I can’t see is how you can increase my sales?” This is just what I want him to say. If I can get a man so interested as a result of my first statement that he is

asking **me** for information,-it is proof that I have so aroused certain emotions in his brain, that I have in reality created a **mental sensation favorable to my proposition.**

¶ When a merchant asked me how the thing could be done, I would immediately tell him that I could not very well explain it to him without showing him the Register, and inasmuch as I had the Register set up in the sample room, I would ask him to come over with me, or come just as soon as he could. In case he did not go with me, then, I would make a definite appointment with him, and call at his store at that particular hour so as to remind him in case he had forgotten. You can't depend upon people to keep their appointments. You must keep after them.

¶ I am going to give you two or three practical illustrations at this point, where I made sales as a result of an approach that made the proper appeal, and let me say also that if your approach is not a good one, the chance of making a sale is lost for the time being, at least, providing you are turned down. In making the sale there are seven distinct steps, as you have already learned. You must make the approach, get the attention, arouse interest, produce conviction, produce resolve, create desire, and force decision, which is closing the order.

¶ Your selling and closing arguments may be brilliant. It may be impossible for a pros-

pective purchaser to get around them. But of what value are they to you if you are turned down before you get a hearing, a chance to use them. My definition for approach, therefore, is this: **The ability to create an immediate favorable sensation in your Prospective Purchaser's mind.**

¶ I had apparently made a successful approach to a merchant in New York City, and made an appointment with him to meet me at the National Cash Register office at the corner of Broadway and 28th St., at 3 o'clock in the afternoon. Inasmuch as I did not want to take chances on his not coming, I called at his store just before three. He was out, but came in shortly. When he saw me he frowned and said he hadn't time to go with me, as he was very busy, and had decided he didn't want a Register anyway.

¶ I came back at him this way: "Mr. Jones, I made an appointment with you at 3 p. m. at the National Cash Register office. But that was not all. I arranged with our greatest systems expert a man whom I believe is one of the greatest systems experts in the world, to give you half an hour of his time, in order to study your system and help you in any way he can. Now, then, if you do not keep your appointment and our Mr. Blank loses his valuable time that he has kindly reserved for you, just see where it will place me. In fact, he will be likely to lose

confidence in me. For my sake, under the circumstances, as well as your own, I want you to come. The elevated will be at the corner in half a minute and if we hurry we can catch it." I said, "Come on," and reached toward him as if to catch him by the arm, and started for the door. The suggestion was potent. When we got outside I wanted to keep his mind busy, and I was anxious to catch the first car, so I said, "Let us run." We ran, caught the car and before we got to the Demonstrating room, I had sold him a \$500 Register, from my catalogue. I showed him the Register in the office. He signed the contract and gave me his check and I turned him over to our systems expert. You see I did not antagonize him. I did the reverse. My statement was such that it shamed him just a bit.

¶ Here is another: I stepped into a store, introduced myself to the proprietor, a fine old gentleman of about sixty or sixty-five. He smiled when I told him my business and said: "You are just wasting your time on me. Every National Cash Register man in this territory has tried his best to sell me for twenty years, but they have all failed. I know it is a good thing and I may possibly take a notion to buy one some time, but I am not interested now." It was Christmas week, and I came back at him like this: "For twenty long years you have been thinking

about a National Cash Register but you have not done what you know in your heart you should have done. You have paid the price of a Register, in losses, and no doubt a good deal more, too, every year during those twenty years, and still you did not get what you paid for. When I pay for a thing I need, I propose to get it. This is the last week in the year. You are going to pay for another nice new Cash Register next year, whether you get it or not. If I were in your place, I wouldn't be buncoed out of getting it any longer. I would get it and start the New Year right."

¶ I arranged with him to bring my sample into his store. I demonstrated it. He signed the order and kept it. The price was \$300.00. Another case when a short, simple, but effective approach landed a good commission.

¶ Here is another case. A little town in Iowa decided to have a second store. It was only blessed with one. I heard about it and went out.

¶ A fire insurance agent and I reached the store at the same time. He said he was in a hurry for he wanted to go out on the next train, which was due in an hour. I told him to go ahead. He insured the store and left. I approached the farmer who was starting the store and he said: "No, the Register costs too much and I can't afford it." I said, "You

have just insured your store for forty-six dollars and twenty-five cents a year. In ten years that will amount to over \$460 and what chance do you think you have of burning out?" He said he did not know. "Well," I said, "according to fire insurance statistics you have just one chance in sixteen hundred of being burned out. Think of it! Only one chance in 1,600! And yet you are not willing to take that chance, and I think you are wise not to. But look here. You cannot expect to run a store without losing at least a quarter a day as a result of mistakes in change, and twenty-five cents a day more for forgotten charges can you? "No." That is an absolute loss. You believe the Register will stop these losses and absolutely pay for itself in a short time. If you lose half a dollar a day, and there are 312 working days in a year, you lose \$156.00 a year. In ten years your **absolute** loss is \$1,560 at least, and yet what do I ask for my Register, which is an Insurance Policy against this loss of money? I do not ask \$460 for ten years with only one-sixteenth of one per cent chance of loss. All I ask is \$425. At the end of ten years it will not only have saved you many times its cost, but it will then be worth half of what you paid for it, at least, or \$212.50. Now then I put it up to you as a good business man, can you afford to pay \$460 Fire Insurance for ten years and get nothing for it, and not pay \$425 for a

system that your own good judgment tells you will pay for itself many times and insure your money against loss, not only for ten years, but for forty years? As a level-headed business man, you can't, under the circumstances, afford to turn my proposition down, can you? He said, "No, I can't. I'll take the Register," and he smiled when he said it.

¶ Now, then, what got me this order so easily? Simply my knowing the statistics in regard to Fire Insurance and applying that knowledge at the opportune time. You may ask why I should spend time getting such information. I say just for such an emergency as this. A man, to be largely successful today, must "know everything of something and something of everything."

¶ Every man with any intelligence at all who studies this approach, can figure out an approach applicable to his own particular line of business. This approach furnishes the model. It is no theory. It has been used with great success by the greatest selling organization in the world.

Selling Methods. The following are the selling methods, selling arguments, selling points and closing arguments that have made the National Cash Register Company the greatest and most successful selling organization in the world, the envy of competi-

tors and the marvel of the rest of the selling world.

Self Re- “This element should stiffen the
spect. back-bone of every Salesman.

Never forget that your business puts you on a level with any merchant, and that you are (or should be) doing good to everybody you sell. You are asking no favors, you have nothing to apologize for, and everything to be proud of. Servility will lose more sales than impudence, and is quite as detestable. Treat your prospective purchaser with the courtesy due an equal.

¶ “Knowledge—this is the first step in Salesmanship. You can never reach any of the others till your feet are first firmly planted on knowledge. The first rule for selling National Cash Registers is, know your Register. The second is, know your store. Learn absolutely everything to be known about the Register. Never stop studying it. Never be afraid you will learn too much. Never stop looking into its possibilities.

¶ “Know all that is possible to learn about the store where you want to sell a Register, before you approach the prospective purchaser. Then learn all that he will tell you before you proceed to attack him. Knowledge is power. It will put strength into your efforts and help you to place them where they will tell.

¶ “When the Salesman has secured a hearing, he must make the most of his opportunity and put his case well. He must hear the prospective purchaser patiently, and answer his questions fully. If objections are raised, he must meet them.

¶ “Industry: The habit of getting at it quickly and pegging away all day long, without stopping to swap yarns or talk politics, is the saving grace that makes millionaires and winners out of ordinary men. When added to talent, the combination gets pretty near to genius, and commands its reward. There is a whole cyclopedia of wisdom in the terse admonition, ‘Follow the rules and plug.’

¶ “System: Doing things in the way that is most economical of time, effort and money, multiplies a Salesman’s effectiveness many fold. It prevents much waste of energy. **The Spanish fleet at Santiago had courage, weight and speed and threw metal enough to have sunk our whole navy; but our gunners had system.**

¶ “No need of genius: There is no secret or mystery about selling our Registers. It only requires hard work **sensibly directed.** Any man can sell them if he is in earnest, uses common sense and makes the most of his opportunities.

¶ “When the clock strikes three, each stroke is as full and complete as when it strikes

twelve. When you undertake a small matter, give it the same good attention that you would a larger matter.

¶ “Why some Salesmen fail: It is often difficult to analyze the personal qualities and methods which make one Salesman successful and another a failure.

1. “A Salesman may fail from lack of tact in introducing himself.

2. “He may fail if he is slovenly and careless in his dress and habits, because this leads other men to suspect that he is not prosperous and does not represent a first class concern.

3. “He may fail because he does not answer the prospective purchaser’s questions and objections intelligently, concisely and without too much detail.

4. “He may fail if he speaks indistinctly, or too rapidly, or if he lacks animation and earnestness.

5. “He may fail because he indulges in ungentlemanly, awkward expressions and gestures, or offends the prospective purchaser by undue familiarity.

6. “He may fail for lack of dignity.

7. “He may fail because he gives an indiscreet answer to the prospective purchaser’s question.

8. “He may fail because he does not fully understand the Register himself, or cannot describe it in suitable language.

9. “He may fail for lack of knowledge of

the prospective purchaser's business, and the way in which our Registers would help him.

10. "He may fail by neglecting to do or say one or more of a hundred different things in the right way. Also by doing or saying a thing at the wrong time, in the wrong way.

¶ "A satisfied user the best advertisement: Probably there is no other one mistake which good Salesmen make, so much as the failure to get all the advantages out of a sale once made. Even good Salesmen are apt to think when a contract is once signed that that is the end of the profit for them in that direction. As a matter of fact, there is no other assistance which a Salesman can turn to his account so valuable as the good will of a satisfied customer. It is, if properly used, a perpetual standing advertisement right in the locality where he needs it most.

¶ "We do not advise Salesmen to introduce themselves by sending in a card, but prefer that they should depend wholly upon what they are able to say to secure a hearing. We strongly disapprove of obscure introductions and all tricks, and believe that a man who has something worth saying, and is not ashamed of his business, can make known his errand in a bold straightforward manner.

¶ "**Have a fixed idea:** A Salesman should adapt himself to his man, but at the same time he should have a fixed idea of what he has to say. He should be dignified and earnest.

¶ “A merchant should never be approached the first time with a funny story or an attempt at wit. The first impression should be that the Salesman sets a distinct value upon both his own time and the storekeeper's; that he has something of importance to say and does not intend to trifle about it.

¶ “You must not proceed on the theory that storekeepers usually know what their own best interests are. They don't. No man always does. The majority of men are going contrary to their best interests every day. They seem to be almost willfully blind to the things that would help them and make them better off.

¶ “Gaining a hearing: The first point in approaching a prospective purchaser is to look like a gentleman, act like a man and **make him listen to you.**

¶ “Enough importance has not been attached to the value of proper approach. So many times we hear it said by an agent that he never knows what he is going to talk about when he enters a man's store until he meets the proprietor. We trust too much to catch-as-catch-can methods in approaching. **You ought to have a point in view** when you enter a store, so as to get to the point quickly. The first thing after the introduction, is to impress the merchant as to just what you are there for.

¶ “Getting at the Proprietor: After making as thorough an investigation as possible,

you should go directly to the proprietor, and say —‘Is this Mr. Johnson?’ Mention the name. Don’t say, ‘Is this the proprietor?’ If it should be a clerk, he will be flattered by being mistaken for the proprietor.

¶ “Getting the Attention: Do not attempt to talk to a man who is not listening, who is writing a letter or occupying himself in another way while you are talking. That’s useless, and is a loss of self-respect and of his respect. If he cannot give you his attention, say to him, ‘I see you are busy. If you can give me your attention for a few minutes I shall be pleased; but I don’t want to interrupt you, if you cannot spare the time now. I will call again.’

¶ “Try to understand and feel thoroughly the distinction between confidence and familiarity. Never fail in respect either to yourself or to the man with whom you are talking. Never be familiar with him. Never put your hand on his shoulder or on his arm, nor take hold of his coat. Such things are repugnant to a gentleman—and you should assume that he is one.

“Never pound the desk or shake your finger at a prospective purchaser. Don’t shout at him as if sound would take the place of sense. Don’t advance toward him and talk so excitedly under his nose that he will back away from you for fear of being run over, as if you

were a trolley car. One Sales agent backed a prospective purchaser half way across the room in this way.

¶ “Don’t compel a man to listen to you by loud or fast talking. Don’t make him feel that he can’t get a word in edgeways and has to listen until you are out of breath. This is not the sort of compulsion that makes customers. But make him believe that you have something to say and will say it quickly.

¶ “Put yourself in his place from the very start. Make him feel, not that you are trying to force your business upon him, but that you want to discuss how his business may be benefited by you.

¶ “The instant a prospective purchaser shows a readiness to listen, give him your story in a nutshell. Don’t make a long preamble. Don’t waste a lot of words saying: ‘If you will only listen to me I will tell you this.’ or ‘If you will free your mind from prejudice I will explain that.’ or ‘If you will only give me your attention for a few moments I propose to tell you the other.’ Don’t propose, but tell him.

¶ “Convincing a man that he needs help is nine-tenths of the battle. If you were trying to sell a consumptive cure, there would be no use in telling how wonderfully effective it is to a man who doesn’t believe he has consumption. Your first effort must be directed to pointing out the prospective purchaser’s

complaint. Unless he sees this, he isn't ready for the remedy."

Meeting Objections Objections and meeting them:
"I can't afford to buy a Register as I have a good system already."

¶ "You can afford a thing that pays a good profit, can't you? If this Register is only an expense and doesn't pay you a profit, you don't want it. You can't afford to have any useless expense in your business. On the other hand, if it will be a profitable, money making investment, you want to look into it just as much as I want to have you do so.

¶ "If I were trying to sell you a class of goods that you had never sold in your store, and showed you how one million merchants were making more money out of them than out of any other goods in their store, you wouldn't say, without looking at the goods, 'I can't afford them.' You would be glad to come up to the hotel to look at them and see what they were.

¶ "If one million merchants have found this Register to be a money saving investment, there must be something in it worth investigating, and you can't afford as a business man to turn it down, without at least looking into it and deciding for yourself.

¶ "Prospective Purchaser. 'My father made money before me.'

¶ "True; but did he have the competition

then that you have now? Were goods sold on such small margins? In these days of sharp competition, you must be more up-to-date than your competitor or you fall behind in the race.

¶ “Prospective Purchaser. ‘No, I can’t go to-day; I am too busy.’ That may be true. If so, I shall be pleased to make another appointment with you. But unless your work is unusually urgent and important, allow me to suggest that if I were selling you a line of merchandise which you could examine and purchase at once, and sell at a sure profit, then you would make arrangements to examine or purchase without delay. You would do so because you are here to make money, all you can legitimately, and you would feel you were doing yourself an injustice, especially if numerous merchants in your line, were handling my line at a nice profit. You simply cannot afford to drop out of the procession and leave the field to your rivals.

¶ “The reason so many store-keepers get only a small living out of their business is because they are contented to get along in the same old fashioned way that their fathers and grand-fathers did before them. Their eyes are not opened to the better ways of doing some things in business. Some old-fashioned methods are good and worth sticking to, but some are bad. They are not equal to solving the problems of the present day.

¶ “Nowadays if you want to make more than a fair living, you have to be brighter than your neighbors. You have to be ready to accept new ideas and make the most of every thing good that is offered to you. It is just as unreasonable to stick to the old ways simply because you are used to them, when new ways would bring you better results, as it is to climb ten flights of stairs when you might be carried up in an elevator, or to swim away from a life preserver when you are nearly exhausted, just to show that you are able to swim alone even if you do drown for it.

¶ “I’ll get along all right.” It isn’t a matter of getting along. You ought to let your competitor get along. You ought to be ambitious to get ahead.

¶ Some men look at an idea to see how they can get along without it. Others look at it to see how they can apply it to their business. The latter are the ones who are preparing to enlarge their business.

Approach “Don’t disparage the prospec-
Dont’s tive purchaser’s opinion or
 methods. It is better to keep
him on good terms with himself.

¶ “Don’t antagonize him. Approach him in a friendly agreeable manner. Act as if you know you are going to get on with him all right.

¶ “Don’t take an argumentative attitude, but don’t fail to have your arguments at hand

in case of need. It is a trait of great men worth imitating to seem to be going along with the other fellow while you are really making him come your way.

¶ “Don’t assume to know more about his business than he himself does, for you cannot make him believe it.

¶ “Don’t tease him to go and see the Register. When a Salesman begins to beg it is evident that he has no more arguments to present.

¶ “Don’t flatter. Sincerity in business is as commendable as sincerity in religion.

¶ “Don’t put on a civil and formal politeness, which is not natural.

¶ “Don’t trust to persuasion alone to land your prospective purchaser. Convince him. Persuasion is the soft glove; conviction is the iron hand underneath. Let your manner be as conciliatory as possible, but put into your arguments a firm grip of conviction so that he cannot get away from you.

¶ “Don’t dodge a question or objection. Answer it fairly and squarely.

“Don’t talk for the sake of talking. **Say something.**

¶ “Don’t talk all the time. Give the prospective purchaser a chance. When he opens his mouth to make an objection, let him make it. It is better out and answered than sticking in his mind.

¶ “Don’t forget that all men have certain

common ideas which can be answered by the same argument.

¶ “Don’t forget that every man has his own peculiarities which should be met in a different way.

¶ “You start the argument. Lead your prospective purchaser, then when he talks, get in your conviction.

¶ “**Don’t underestimate your difficulties. Don’t overestimate them. Don’t think you are up against an impossible proposition.**

¶ “Don’t be a quitter. Never say: ‘This is too tough a proposition for me.’ It is a mistake to say ‘It cannot be done.’ The right thing to say is, ‘This may be a hard nut to crack, but there is a way to do it. I’ll keep at it with courage and patience and do it.’

¶ “Don’t allow yourself for one instant to entertain that delusion of weak minds that everything which ought to be done is impossible, that there are some obstacles that cannot be overcome, some difficulties too hard to wrestle with, some problems too intricate to solve. There is always a way to do anything that ought to be done. If you cannot untie the knot, cut it.

¶ “Learn to size up your man, his peculiarities and mood. All men like honesty, politeness and earnestness. All men admire persistence. Most men want facts.

¶ “Nine times out of ten, you can bank on facts to fetch your man. Make them as clear

as glass, **strong and few**. Don't bewilder a man with a mass of trifling facts. **Tie to a few important points, drive them in and clinch them, but tell him what he needs to know. If a trifle will close him, it's no trifle.**

¶ "A few men can be driven; the majority must be led. Look him in the eyes steadily and friendly. Learn to read the expression in a man's face which says, 'Almost persuaded,' and the other which says, 'Hang the fellow! I wish he was in Hades!' Act accordingly.

¶ "Some men like a little oratory or a spice of humor, but that is dangerous ground. Beware of the man who smiles and nods and never buys. Put your trust in earnestness, candor and facts.

¶ "Speak deliberately. If you see from a puzzled or doubtful look on his face that some point is not quite plain to him, stop and make it plain. Take time enough to stop and explain each point thoroughly. **Whenever you make a statement that is open to question, be sure to get his assent to it before you proceed.** If he will not assent to it exactly as you make it, modify it until he does. Get him to assent in some degree to every proposition you make, so that when you get to the general result he cannot go back and disagree with you. Don't do this, however, as if you were trying to corner him, but with a simple desire to reach a reasonable basis of argument.

¶ "Cast aside all attempts at being a clever

talker, all idea that there is any trick of words or manner, any secret art about selling Registers, and put yourself in the plain, unaffected spirit of a man who has simply the truth to tell and is bent upon telling it in the plainest, homliest way. Avoid above all things the fatal mistake of demonstrating to your prospective purchaser with a sense of fear, haste and uncertainty. Realize fully the power of the facts you have behind you, and have the full confidence of your conviction, coldly and deliberately make each point clear and conclusive, and lead the prospective purchaser by simple steps up to absolute conviction.

¶ “You should be just as sincere about it as if you were a clergyman preaching the gospel. If you go at it in this sincere spirit, the prospective purchaser will feel the importance of what you say and it will carry its due weight.

¶ “It is a simple proposition that if a thing will save him money every day, the quicker he gets it the more it will save him, and the longer he delays getting it the more he will lose.

¶ “He should be impressed with the fact that a thing which pays for itself is never an expense; that not only can he always afford a thing which makes money for him, but he cannot afford to go without it a single day.

¶ “Prove one thing at a time. Don't try to prove several things at once. The average mind cannot think of several things

at once. Prove one thing at a time and make the proof of that one thing so strong that no man can dodge it. If needs be, use fifty arguments and take all day to settle that one question; but settle it so that your man will never open it again, even in his own mind.

¶ “Settle each point thoroughly. Don’t fire your arguments along too fast; fire a good one into him and see if he feels it. Let it sink in. If it isn’t enough, give him another—on the same question though. Don’t change from one point to another and then back again. Stick to each point till you’ve made it; then when your man is convinced, drop it. If you hammer a nail after it is driven home, you only loosen it.

¶ “Try to get a man’s mind completely satisfied and convinced of the logical truth of what you say. That is vastly better than merely getting him to say ‘yes’ to it when a doubt lingers in his mind. ‘A man convinced against his will is of the same opinion still,’ and he may countermand his order.

¶ “Weigh every word or phrase that may possibly influence a prospective purchaser. The value of words is in their truth or aptness. Have them ready, but never force them in where they don’t belong. If their exact value is well fixed in your mind, you can safely trust the occasion to bring them out spontaneously. Then they will have double value. A word fitly spoken is a keen weapon.

Demonstration Dont's. "Don't mispronounce words.
"Don't talk too fast.

"Don't speak in a monotonous tone.

"Don't speak indistinctly.

"Don't pass from one thing to another.

"Don't emphasize too strongly.

"Don't fail to emphasize important points.

"Don't seem at a loss for something to say.

"Don't fail to hold prospective purchaser's interest while calling attention to good points.

"Don't repeat as from memory.

"Don't fail to improve the first opportunity to present the order.

"Don't refuse to break off in your demonstration and answer the prospective purchaser's questions.

"Don't fail to stop and get the prospective purchaser's assent to a statement that is open to question.

"Don't imagine, because the prospective purchaser listens in silence, that he agrees with you, or even understands all you say.

"Don't fail to draw out the prospective purchaser's objections.

"Don't present your arguments in a cut and dried style.

"Don't try to be magnetic or eloquent.

"Don't fill up your mind with words or phrases, but with ideas.

"Don't try to impress the prospective purchaser with what a fine talker you are.

“Don't fail at the critical moment, when the prospective purchaser is hesitating, to follow him up and land the decisive blow.

Closing Arguments “The whole art of Salesmanship is summed up in the four words: ‘Getting the order signed.’ Your approach may be perfect, your demonstration clear and well made, but if you cannot put a climax upon the presentation of your case by bringing up unanswerable closing arguments, your efforts have been useless and your time lost.

¶ “The time has come for him to put his name to the order. If necessary, fill out two or three blanks before he arrives, if you are in doubt as to which Register he will buy. You are then prepared to present an order, ready for signature, with perhaps the change of but a few words.

¶ “Sometimes a prospective purchaser who seems almost persuaded appears to be suddenly overwhelmed by the price. That will stand up before his mind's eye to the exclusion of everything else. It is a good idea to put the question to such a man in a way something like this:

¶ “Mr. Blank, when you open your ledger to a certain account, you look at both sides of it. You strike a balance and if that balance is in your favor, that is all you care about. You don't look merely at the expense charged

to any account and say: 'This is tremendous. I can't afford it!' You look to see whether that expense is bringing you in a profit. If it is doing that in a good measure every month, and every year, you are satisfied. While you do not want to spend a single dollar that is not going to bring back a dollar, you would just as soon spend a thousand dollars a minute if each thousand would bring you back a thousand dollars and more. It isn't a question of how much money you put out for anything. **The real question is, What does it bring in over and above what you put out for it?**

¶ "Two hundred dollars is a good deal of money, as you say; but if this Register is going to wipe out its own cost while you are paying for it, and than pay a continual profit in excess of the outlay, you are a gainer by the transaction. **Look at this question just as you would at a ledger account—debit on one side, credit on the other. You'll see that this isn't an expense at all, but an investment, and a paying one.**

¶ "If you are simply considering the price, it certainly seems a good deal of money, but as a matter of fact, if it cost twice as much, even then it would be a paying investment.

¶ "It is not what the Register costs that you should consider, but how much money it costs you each year to be without one.

¶ "The lot your store stands on is probably

worth \$10,000. Think of it—a little piece of the earth, 50x100 feet or perhaps less, worth \$10,000. Now when you went to purchase that lot did you tell the owner that that piece of ground cost him only \$10.00, and because it was part of a farm worth probably \$50.00 per acre when he bought it, that you expected him to sell it to you for about \$20.00? Did you expect him to lose sight of the fact that what he had purchased as a farm was now the center of a thriving city, and of great value? Or did you not rather ask yourself: ‘What is it worth to me?’ and ‘What will I make if I invest any money in it?’ And, if after considering the matter, you saw that it would be to your advantage and profit to invest your money in that lot, you would do so willingly and think you had bought a cheap piece of property, and not worry over what the original cost was or what the other fellow made.

¶ “Our company has spent thirty years—half a business life time, and more, perfecting this machine. This Register you see before you represents an outlay of a quarter of a million dollars. This one machine could not have been made without putting out that capital. It also represents all these years of hard work, costly experimenting, and the taking of all the business risks which a manufacturer of a new thing must take. Do not look at it as so much metal. What it will accomplish—that is the point; and that re-

presents brains, labor, study, experience and commercial courage, all of which are expensive.

¶ “ ‘You ask too much money for that machine.’ When you bought your insurance you did not buy the paper the policy was written on, but you bought the protection it was to give you.

¶ “ There are two values to every purchase, what it costs and what it saves. Cork costs four cents per pound, but if you were drowning half a mile from shore its value would be not what you pay for cork, but what cork saves you. Don't confuse the two values by seeing only what you save.

¶ “ When a clerk makes a mistake in a store, he is practically increasing his salary to the amount of that mistake.

¶ “ A merchant ought to do something unusual and require his clerks to do something unusual, something other merchants are not doing. It is almost impossible to attract new customers when you do only what other merchants are doing.

¶ “ You say your clerks are honest. I believe you are right Mr. Prospective Purchaser, but that makes no difference. You are an honest man. I consider that I am. But we both know what temptation means. You wouldn't thank a man who put temptation in your way. I certainly wouldn't. I don't think that I am absolutely bomb-proof against temptation. I must confess that I

don't want any needless temptations put in my way. I will thank any man who removes an opportunity for me to do wrong from under my nose.

¶ "Mr. Blank, if your wife were sick, would you wait till another day to call a doctor? Put it off till she got better? And after you had called the doctor, would you put off buying the medicine he had ordered? Would you say to the druggist, 'Give me only half that prescription?' No! You would get the best doctor as quickly as you could, and follow his orders to the letter.

¶ "Your business is sick. I am the doctor. I have taken the symptoms you have given me and diagnosed the case. You have my prescription, and yet you would put it off till your business gets better. Next to your wife and children, your business is nearest to your heart. Why not? Does it not provide for them? Can you let it linger on and perhaps die when a scratch of your pen will cure it?

"When a prospective purchaser wants to ask the advice of his wife.

¶ "Mr. Blank, it is not fair to your wife to put such a decision up to her. If you wish her honest opinion, you should bring her here and let me demonstrate the Register to her. How can you expect to form any opinion from her advice when she has not been shown what money a Register will save in your store. If

you had your money in a bank, and you knew that bank was careless with your money, that they did not count it carefully, would you go to your wife and ask her if you should change your account to another bank? No! It is a plain business proposition. You would not trust your money to such a bank, and would not need advice to make up your mind to change it."

¶ "Will decide tomorrow."

¶ "Mr. Blank, you say you will not come to a decision on this subject until tomorrow. Let me tell you what your answer will be. It will be 'No.'. If you cannot decide now, when the subject is fresh in your mind, and I am here to explain any point that is not clear to you, how can you be expected to be better prepared tomorrow morning, when you will have forgotten many of the points I have made clear to you and your mind has grown cold to the necessity of a step of this kind?"

¶ His refusal to look, cost him millions of dollars.

¶ "When a prospective purchaser refuses to look at a machine, say to him: 'Mr. Blank, when Mr. Westinghouse first took his air brake to Mr. Vanderbilt, he stated that trains could be stopped by the use of it, and asked Mr. Vanderbilt to look at it, and the millionaire refused to waste time in considering what he called a wild scheme. His action cost him millions of dollars. Any device that is

claimed would be of advantage to your business deserves at least an investigation.

¶ "If a customer asks you for a favor which causes you to take more chances in your business than you would on a cash basis, it would not be unreasonable to ask him to pay enough more for the goods to get full protection for the chance you have to take. Your wholesale house charges you more for goods when you do not pay cash. You get no discount then."

¶ In a report issued by Bradstreets, the following interesting facts were disclosed: Ninety-seven per cent of the retail merchants fail to make money. Six-tenths of all failures result from inexperience, extravagance and neglect (lack of system).

¶ "Merchants often say, My system is satisfactory. Tell such a man that there was a time when the sun dial was satisfactory, but since the invention of the clock the sun dial is worthless."

"I do not wish to buy today."

"Mr. Blank, I do not expect to sell you a register to-day. We make so many different kinds of Cash Registers that I would not know what particular one to recommend to you, as I am not acquainted with your system for handling transactions. I came in just for a few moments' talk; to get an idea of your method of handling transactions between your clerks and customers. We have made a special study for the past thirty years of systems

for all kinds of stores, and we try to get as many pointers as possible from progressive storekeepers. No doubt you could tell me something that I would like to know, and possibly I may suggest something of value to you."

"I am very busy."

"Mr. Blank, you are a pretty busy man. I can see that. Possibly sometime when you have a moment to spare you will let me tell you a few facts that I think will interest you. Good morning.

"I don't care to look at your samples."

"You know that story of the astronomer who discovered a new planet through his telescope. Certain wise men declared there wasn't any such planet; but he said: 'Look through this telescope and see it for yourselves.' 'No,' they said, 'We know it isn't there, and we won't look.' I am in a position like the astronomers. I am sure this Register will benefit you. Now, you may not see this matter in the same light that I do; but all I ask you to do is to investigate it; look at it with your own eyes. Don't say you won't even consider the matter, but look through the telescope; and then if you do not see it as I do, all right."

"I don't need a Register, and I don't want to tie my money up in a piece of furniture."

"Why are you in business, Mr. Blank? To make money, of course. Certainly, that is

the idea; and just to make an estimate, you have about \$5,000 worth of stock on hand, and you have tied up that amount because you consider that as long as you can make a profit out of it you have a good investment. Now, doesn't that theory hold good on other things besides your merchandise. Wouldn't you consider as a good investment anything that yields a good profit, providing that the amount involved was not too great? That is just what I have to offer you: an article that is not only a source of convenience, information and protection, but also a source of profit, where a small amount invested will bring you greater returns than the same amount invested in merchandise would, twice over."

"I don't need a Register."

"Mr. Prospect, I am not surprised to hear you say this, and I believe you are sincere in what you say, for the reason that almost every merchant upon whom I call tells me the same thing at first. Yet, just look around you and see the numerous people in your neighborhood who are using our Registers. Almost every one of them, when first approached upon the subject, gave the same answer as you have just given. Go to them now, and ask them if they need a Register, and I assure you they will answer quite differently. Now, what you really mean is, you don't think you need it, because you have not considered the matter of sufficient importance to investigate it.

Mr. Blank, I am not asking you to buy a Register; I am simply requesting you to reserve your decision until after you have had it explained. Surely this is a reasonable proposition, isn't it? Give me the chance to explain the benefit a Register would be to you, and then say whether you want it or not, but don't say 'No' now, before you really know what a great opportunity you are turning down. Over 1,000,000 merchants are using our Registers. This one fact alone shows that the subject merits investigation.

"You believe in insurance, do you not, Mr. Blank? That is what we are offering you, and of a kind, too, that yourself and your family can enjoy the benefits of together. Doubtless you can recall cases where rejection of fire insurance was regretted on account of losses following caused by fire, or where the dying man realized too late the mistake he had made in not taking out life insurance when the opportunity was presented. The use of a National Cash Register means an insurance on the money invested in your business, on the money that comes over your counter in exchange for goods; in fact, it means a general protective insurance. Why reject it?"

"I don't want a Cash Register."

"No doubt that is so. You do not want it, but I am sure you need it. Of all the Registers I have sold I do not recall a single purchaser who wanted one when I first approached

him, but he needed it just the same, and he found that out afterward. Now let me convince you of the fact that you want one.

¶ “A short time ago I went into a grocery store and asked for the proprietor; and, after stating my business to him, was informed that he did not need a Cash Register. Upon entering the store I noticed a barrel of apples covered with a wire screen, and I said to him: “Mr. Blank, why do you keep that screen over that barrel of apples outside?” He answered that he did it to keep the “kids” from “swiping” the apples. Then I said to him: “Here you go to the trouble and expense of covering that barrel simply to protect yourself against the loss of one apple, but you have nothing inside the store to protect you against the loss of a whole peck of them that somebody buys on credit. Which is the best end to protect, the large or the small?”

¶ “I don’t need a Register. They are all right, but I can’t use one.”

¶ “You admit, then, that they are all right? Well, they are all right, or it would be impossible for us to sell three or four thousand machines every month, employ over 3,000 people who do nothing else but make Cash Registers, and keep 1,000 Salesmen on the road. Yes, they are all right. That is what your neighbor, Mr. B., said when I called on him several months ago; but, after I told him about the number of machines sold,

the army of employees, and how we made a complete Register every ten minutes—yet it takes from four to six weeks to fill an order—he was curious to see the latest model, and accompanied me to the sample-room and made a thorough investigation. To-day he is one of our most enthusiastic users. Now, he did not buy because they are pretty, nor because they are convenient, nor because they weigh two hundred and twenty-five pounds; but he bought because the system which our Registers enforce saves him money. Don't take my word for it; ring him up on the phone and ask him.

“You say you don't need a Register. Possibly you do not. Still we are constantly selling customers who have not previously seen the necessity of using one, though we could have supplied them at any time in the past thirty years.

¶ “There is no doubt but you have been successful in business without a Cash Register. That is not questioned, but it is possible and likely that you would have been still more successful if you had used one. Because you have made a fair profit in business without our Cash Register does not remove the fact that you are entitled to ‘all that is coming to you.’

¶ “‘The proof of the pudding is in the eating.’ When you have a National Cash Register, you will feel like thanking me for

this call and undoubtedly will become one of our many enthusiastic users."

¶ "I cannot consider a Register now, and I do not care to see them."

¶ If you can get the merchant to listen, after having stated the Company's number of orders received daily at the factory, and the recent great improvements, say, "Mr. Blank, I sincerely believe a National Cash Register is more a necessity to the successful conduct of a retail store than scales, yard-sticks, show-cases, or oil-tanks. I honestly believe that, whether the merchant buys a \$50.00 Register or a \$450 one, it will pay for itself the first year, and continue after that bringing in a yearly return of 100 per cent on the investment. Our Company to-day has a world-wide reputation for phenomenal growth, wonderful system, clean business methods and fair dealing. How could I, as the representative, afford to make such a broad statement as the above to you, a business man, unless I could substantiate it?"

¶ To which, if he replies "No," say: "Then, if you acknowledge that I cannot afford to make such statements unless I can prove them, can you afford not to take thirty minutes to investigate our systems for which we claim so much of pecuniary benefit to your business? Does not your better judgment justify you in making an investigation? Do not your business interests demand it?"

¶ “Why can’t a clerk forget to charge through a Register as well as on the blotter?”

¶ “Clerks have used books of entry for years and yet at any time, now and then, forget to enter up transactions. But it becomes a fixed habit to step to the Register, hear the bell ring and see the indicator appear. You can’t forget it. The Register is there staring you in the face, and after a short period of use a clerk turns as naturally to register a credit sale as a cash sale, and the habit becomes fixed.

¶ “Then there is always present the feeling that the Register must be rung up or it might be noticed and suspicion would be aroused. This tends to strengthen the habit. On the other hand, no one can keep such close ‘tab’ on a book of entries.

¶ “As the ringing of the bell would be expected to announce every cash sale, so would it be expected to announce every credit sale. As the indicators would be expected to show every cash sale, so would they be expected to show every credit sale. If the Register bell did not ring after a cash sale, it would look suspicious and suggest dishonesty. If it did not ring after a credit sale, it would point out a careless clerk.

¶ “There is more money lost by carelessness than by dishonesty.

¶ “Your system is no doubt a very good one, but is it not a fact that you and your clerks sometimes forget things? The great

difference between any ordinary system and this Register is that its use becomes automatic; it does not depend upon memory. Suppose a clerk has his mind on something else, or is interrupted, or is flurried by a rush of business; if he depends upon any ordinary system he is likely to put down the wrong figures, or none at all, but with this Register the habit becomes fixed upon him of going to it after every transaction. No matter how absent-minded he is, he goes to it automatically. When he gets in front of it, no matter what he is dreaming about, he wakes up, so to speak. He is positively compelled to put his mind upon what he is doing. He makes the correct registration. Then the thing is done, and done right. He may go to dreaming again the next minute, but no matter—the record is there.

¶ “In years gone by we had counting machines, and then adding machines and mechanical timekeepers; and then the phonograph, a speaking machine. Now here we have at last invented what is practically a memory machine. It never makes mistakes, never gets flurried, nor tired, nor absent-minded, nor careless. It never forgets anything.”

¶ “I can’t go there to look at it. If you will bring your machine here, I’ll examine it.”

¶ Use your best efforts to get him to the

office or hotel; if you cannot get him to do that, take the Register, or Registers, to his store.

¶ “I don’t see how your system, as you call it, is any better than mine.”

¶ This gives a chance for the Salesman to make a number of telling points. He may reply to the Prospect that “our system is something more than a Cash Register, but would not be complete without one. As a Register it provides a safe place for keeping all money and memoranda; as a system it makes a record of all cash received and all cash paid out. By using this system and Register your clerks could attend to all money transactions.”

¶ “It would be a waste of time to look at the Register, when I have no intention of buying.”

¶ “You may have spent considerable time and money attending the exhibition of something new to you for the sake of the information gained. Now I am in a position to give you information pertaining to a system in handling your business that may prove valuable to you, and therefore would not be a loss of time, but a benefit to you.”

¶ “I can get along without this ‘new-fangled notion.’ ”

¶ Some storekeepers who are rather old-fashioned in their ideas object to what strikes them as a “new-fangled notion.” A different

view of the matter might be brought up to such a man's mind something in this way:

¶ “Do you realize, Mr. Blank, how much more carefully a storekeeper handles his goods than he does his money? Every merchant uses measures of some kind for his goods, yardsticks, scales, or peck measures. He doesn't throw his goods out on the counter and guess at the quantity he is parting with for the dollar. He measures, or weighs, or counts them exactly. And yet, when a merchant has received the money for these goods which he handles so carefully, is it using proper care to put it loose into an ordinary cash-drawer without any exact method of accounting for every cent? A National Cash Register to keep an exact account of your money is vastly more important than scales, or yardsticks, or peck measure, which only keeps account of your goods. You handle these goods for the sake of the money there is in them. Is it reasonable after taking such extreme care of the goods to be less careful about the money?

¶ “The reason so many storekeepers get only a small living out of their business is because they are contented to go along in the same old-fashioned way that their fathers and grandfathers did before them. Their eyes are not open to the better ways of doing some things in business. Some old-fashioned methods are good and worth sticking to, but

some are bad. They are not equal to solving the problems of the present day."

¶ "How do I know that these testimonials are trustworthy?"

¶ "We can furnish the testimonials, and you can look up the standing of the parties in Bradstreet's or Dun's. But we do not ask you to believe what others say nor what we say of these systems. Come and investigate for yourself. If the Register is what we claim for it, and will save money, you will adopt it. We simply want you to understand it, and we know you will appreciate it."

¶ "I have made money without using a Register and can continue to do so."

¶ To this the Salesman may reply: "I have no doubt of it; but when you have made money by hard work, and realize the worth of every dollar of it, you don't like to have it wasted away in small amounts, do you? Is it good economy to let this loss go on day after day and pay no attention to it when it might be so easily stopped? If the use of a Register prevents any loss, it will in time save you more than you pay for it."

¶ "I can't spare the money to buy one."

¶ "If the Register will save the Prospect what we claim, he can pay for one out of the savings, so that he will not need to spare the money.

¶ "I can't afford to buy a Register."

¶ At the lowest estimate, his savings will

pay for a \$200 Register in a year's time; and then it will go on saving money for him at the same rate, year after year. If it saves \$5 a day—and many a Register has done that—it will pay for itself in forty days. “Don't think for one moment, Mr. Blank, that you are not paying for a Register because you haven't got one.”

¶ “Times are too hard.”

¶ This is a stock objection which Salesmen are likely to hear at any time. It must be met with such arguments as these: “In hard times a wise business man practices a rigid economy, and the very essence of economy is to stop every waste and prevent loss. In hard times he looks closely after even small profits; and as the saving of a few dollars daily is a source of gain, it is good economy to adopt any means that promotes those savings. It would be a great mistake in hard times to refuse to adopt a system which will pay for itself in a few months out of the money it saves, and which will then go on saving, year after year, money enough to pay a clerk's salary. Hard times are always temporary; prosperity is the rule. A good merchant will not neglect means which please and retain his customers.”

¶ “Trade will be dull all winter.”

¶ Say to him: “Perhaps, so, but then Mr. Blank, your trade is chiefly in necessities, which people must have in bad times as well

as good. People retrench on luxuries when money is scarce; but they must still have food to eat, clothes to wear, and must patronize the drug store when they are ill."

¶ "I promised my wife not to buy any unnecessary articles."

¶ Commend him for that, but show him that the very reason for his getting it at all is that the Register is a necessity in his business and no luxury. He needs it in order to stop the leaks in his income and save all the profits.

¶ Try to demonstrate to the Prospect's wife, and usually with his help you can get her to look at the system. You can convince her. But in some cases the demonstration alone does not convince her; she usually thinks the system complicated and still objects to price. Say to her as soon as you feel well enough acquainted, "Mrs. Blank, your husband wishes to buy this Register because he thinks it will save him money. But your objection naturally influences him not to buy. Now stop and think of the responsibility you are taking upon yourself. Suppose in the next forty years (the life of a Register) your husband has a dishonest clerk in his employ. If so, this clerk could take much more than the price of this Register before being detected at all. Would not your husband naturally blame you, and even if he said nothing, would you not then be sorry that you objected to his buying a Register?"

¶ A concealed objection.

¶ Often, after you have overcome all the objections which a Prospect will openly make, he conceals his real objection because, perhaps, he feels a little ashamed of it.

¶ When you have reason to suspect this, say to him:

¶ “Now, Mr. Blank, I have shown you what this Register will do. Every question you have brought up I have answered. I think I have proved to you that you should have the Register in your store. Now there is some reason in your mind for not buying it. Will you tell me what is your real objection?”

¶ Usually the true reason is that he has a trusted assistant whom he does not care to offend. He may or may not suspect the assistant of dishonesty, and may fully realize that the Register would protect him from theft; still he objects to taking the chances of offending him, which might result in his losing the services of a valuable clerk. Or it may be that his wife, father, mother or some other member of his family is the one who is holding him off. In either case the thing to do is to find out who the objective party is, get him before the Register and demonstrate it to him. If it be a clerk, say to him: “Mr. Blank has the most remarkable confidence in you. He would not think of buying this Register without consulting you about it.” If the clerk is honest, he

will feel flattered at this, and will recommend its purchase. If he should argue against it, he would certainly draw suspicion to himself, which would provide you with additional arguments. In any event, do not leave a Prospect after you have demonstrated to him without finding out the true reason for his not buying. If you have done your work well, the Prospect must have admitted all your arguments, and you would have closed the order. If his only answer is it costs too much, say to him: "Now, Mr. Blank, I hope you will pardon me when I say that I really do not think that is the true reason. I have too much respect for your business judgment to think for an instant that you object to the price of this Register. I have shown you how it will save you its price the first year, and if it does that it cannot cost you a cent. It cannot be an expense and saving, too. Now won't you tell me your real objection?"

¶ Very often a merchant will not offer any objection. He admits every good point made by the Salesman, but simply lacks the nerve; he cannot bring himself to the point of ordering. He feels that he ought to have a Cash Register, but is afraid to back his judgment. At this point nothing counts so much as a good, strong, earnest, sympathetic appeal. It is up to the Salesman to help the Prospect over the breach that separated him from fear and duty.

¶ Say to him:

¶ “Mr. Blank, why is it that I cannot sell you this Register? You acknowledge that all I say is true. You admit you are losing sums of money every day which this Register will save you. You can see with your own eyes how it would make you dollars better off at the end of every week. Now how can you hesitate to buy it? How can you put off something which will save you money every day?”

¶ “If you were losing anything else in that way, if any valuable stock was being wasted in your store, you would not delay an hour or a minute over it. You would feel that every instant’s delay was so much money out of your pocket. You would jump to stop it.

“Do you know how I feel about this, Mr. Blank? I feel just as if you were standing here with a big hole in your pocket, and your money was falling out at every step. Now if you started to go out of this office in that way I would have to insist upon your having the hole sewed up before you started. I could not allow you to go until you had done this. Now I feel that I would just be exactly as much to blame if you were to go out of this office without ordering this Register. I would feel as if it were my fault; that somehow I had failed to show you the matter in its true light. I feel that for your sake as well as mine I actually ought to insist upon your ordering it now.

Mr. Blank, I must sell you this Register. I positively must."

¶ When talking to a man of the over-shrewd, suspicious sort, who is sure to think, "Oh yes, you are mighty anxious to sell me this Register, because you get a commission on the sale of a Register." "I am in this business to earn my living, just the same as you are in yours. But you know your business is a thoroughly honest one or you wouldn't be in it. You get a profit on those oranges, but you know they are a splendid, wholesome thing for any one to eat. You recommend them honestly, as strongly as you can. In fact, you wouldn't be treating your customers right if you didn't recommend such a good thing. Now it is the same with me. It isn't only the commission I get on this Register that makes me want to sell it to you; I know it is a good thing for you; I know you ought to have it; I know it will save you money, and you need it in your store.

¶ "Suppose I should point out to you a weak spot in the underpinning of your store which threatened an imminent collapse, and then suppose I offered to put a sure prop under this weak place immediately to save your building from coming down, would you tell me to come around next week? No, you would want me to get at the work of repair as quickly as I could move. Now you realize that you have discovered a serious weakness

in the foundation of your business, and that it is doing a certain amount of harm to you every day you postpone the repairing of it. I stand ready here to take your order for a Register that you know will repair this damage and put this part of your business upon an absolutely sure foundation; and yet you say to me, 'Come around next week.' Now, if you are really as much in earnest as I believe you are in putting every part of your business upon a positively solid foundation, I ask you not to delay this matter one day, nor one hour, but give me your order right here and now."

¶ When a Prospect wants to put off signing the order until after supper, say:

¶ "Mr. Blank, do you know what you will do? You will go home to supper and forget entirely about all the good this Register is going to be to you, and think only of the price. All the money it will save you will drop out of your mind, while the price will seem to grow bigger and bigger before your mind's eye.

¶ "Look here, Mr. Blank, do you see the sun shining out there? Now here is a half-dollar. You know that the sun is a good many million times bigger than this coin, but you can put it up to your eye and shut the sun out entirely. This little, insignificant coin will obscure that tremendous orb from your view. It is just the same with the price of this Register. You know that the money it

will save you is immensely greater than the price, beyond all comparison, and yet you will allow this price to loom up before your mind's eye and shut out entirely the hundreds and even thousands of dollars the Register will save you."

¶ When a Prospect wants to ask some one else's advice.

¶ "Mr. Blank, I think you are doing me an injustice in asking the opinion of other people upon this subject. They do not know what a Register is. They only see the outside of it. They do not know what it will do for you.

¶ "If you should ask me for my advice about buying two hundred dollars' worth of drugs and I do not know enough about drugs, to be a competent judge, I would naturally say, 'No, don't buy them.' But you know that out of that two hundred dollars' worth of drugs you are going to compound five hundred dollars worth of medicine. You have the knowledge and education in this business. You are competent to form an opinion; I am not.

¶ "A man must have a certain amount of information, knowledge and education to be able to form an opinion that is worth anything on any subject. These men may be intelligent, but they know nothing about Cash Registers, consequently they are not intelligent on that subject. A man who hasn't investigated a subject thoroughly is no more competent to

give an opinion on it than a mere infant would be.

¶ “But you are a business man. You know what this Register will accomplish for you. You know that it will take care of your money and save it for you. You know that you need it in your store. You know that it is the best investment you ever had offered to you. Now you are competent to use your own judgment in the matter. That is what I want you to do.”

ANNOUNCEMENT

The fourth volume will contain the following lessons, twenty four, twenty five, twenty six and twenty seven on Insurance by Elmer Dwiggins and Gage E. Tarbell. Mr. Dwiggins was successful as an Insurance Salesman in South America and Europe, and successful in this country as a Salesman and a Manager for the Equitable Life of New York; while Gage E. Tarbell, Ex-Vice President of the Equitable Life of New York is one of the greatest Life Insurance men this country has produced.

Lesson twenty eight is on the *Reason Why of Salesmanship* by J. E. Rogers, Assistant Sales Manager and head Sales Instructor of the National Cash Register Company. It shows the reason why you should follow a certain method of procedure.

Lesson twenty nine is entitled *Evidence in Salesmanship*, and is by J. G. Terry of the Terry-Swain Co., and is considered the only article of the kind that does full justice to the subject. It stands by itself.

Lesson Thirty is entitled *Salesmanship On The Road*, and is by N. F. Sturgis, Star Salesman and winner of the big prizes with the Heath and Milligan Paint Co. It is practical and gives the best methods used in selling paint on the Road.

Lesson Thirty one is *on Organization and Promotion*, by Dr. Tiffany. It is an able and Scholarly as well as a practical treatment of the subject.

Lesson Thirty-two and Thirty-three are on *Credit and Collections*, by J. G. Terry of the Terry-Swain Co. These lessons are written out of several years experience in handling Credits and making collections.

Lesson Thirty-four is entitled *The Psychology of Advertising*. It was written by V. F. Hayden, head of the literary department of the Lesing advertising agency; by Hugh Chalmers of the Chalmers Detroit Automobile Co. and by J. S. Knox. It is not only analytical but practical.

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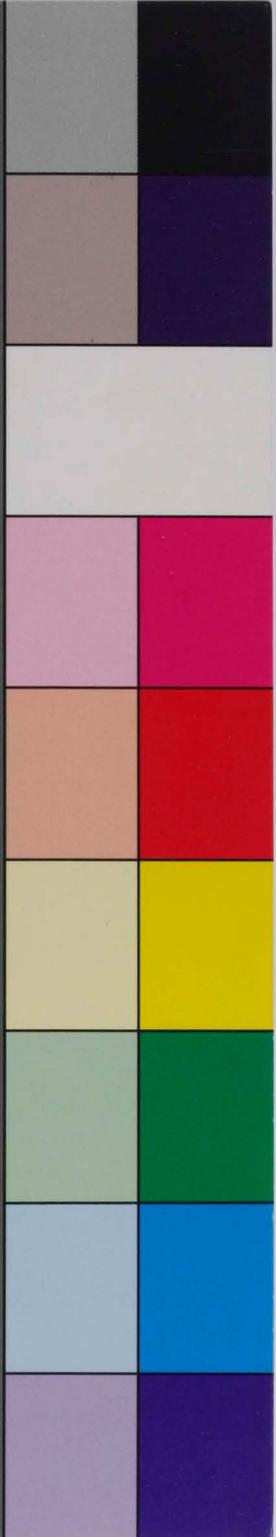
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