

THE
Robert Collier
LETTER BOOK

by
ROBERT COLLIER

Sixth Edition
Revised and Enlarged

Englewood Cliffs, N. J.
PRENTICE-HALL, INC.

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To

MASON BRITTON

whose idea this was and to

FRED STONE

who made it possible, this book
is dedicated

ROBERT COLLIER

April 18, 1885—January 9, 1950

*With the same sincere enthusiasm
that **marked** his career, Mr. Collier
approved the final proofs of this
new edition of his Letter Book
only **a** few days before his death.*

PRENTICE-HALL, INC.

Foreword

WHEN I AGREED to write a foreword to this practical book about selling, which does much to de-bunk the subject, I did not know that the author had used me so frequently as Exhibit A. Naturally I feel somewhat embarrassed at endorsing his studies, since we traveled the road of mail order experience so much of the way as "buddies." I can't help but think it would have been a better book if he had called me Mr. Sears Roebuck, or Mr. Montgomery Ward, or some other well-known name that stands for big profits and big success. However, if he wishes to take the chance of marrying an otherwise useful book, that is his affair.

To anyone immersed in the great game of business, there never ceases to be a thrill in landing an order. Multiply that thrill 100 or 1,000 times, and you have a picture of what a big day means to one who depends upon the incoming mail for success in business. I suppose there must be plenty of excitement in turning over to the "big boss" an order for \$50,000 worth of something from one customer, but I doubt whether it can be compared with the feeling that you have influenced through your own eloquence *a thousand minds* to do something you wanted them to do, so that they all responded with signatures, in one day, backed by healthy pocketbooks.

Of all the forms of selling, direct mail is the most intriguing. Certainly it appeals strongly to the student mind. I have known men to be devoted to it, and very successful at it, who probably would have starved if they had been

forced to take a sample case and show their wares to their customers face to face. Of all forms of selling, it gets the quickest results because the mails travel faster than salesmen, the mails don't get sick or temperamental, nor do they have to wait for an interview. The direct-mail appeal gets there and back while another salesman is packing his grip. It offers great opportunity for showmanship with striking illustrations and color printing. It makes certain that all the best selling points are covered, whereas a sales representative may often miss a few and is quite likely to focus on a weak one he likes best, even sometimes inventing some doubtful ones of his own. In direct mail the management can check all extravagant claims. Direct mail shows a low selling cost too—if it works at all—and has the advantage of showing you quickly whether your merchandise is marketable, so that you can plan and get your campaign under way while the season is on. I say, "*If it works!*" Of course, it will work if one has the patience to find the right approach. Sometimes you hit it by accident, but usually you hit it by hard study, backed by experience. Mr. Collier has generously poured his experience into this book to save the reader the pitfalls yawning for old-fashioned business men, who are so apt to spend their postage money on good literature with sophisticated dictionary words and involved appeals, instead of headlines with punch, backed by simple homely argument.

A well-known copywriter and direct-mail expert used to say if you can sell books and service through advertising, you can sell anything. This probably explains why Mr. Collier shows you so many examples of successful book selling, making his point with the more difficult demonstration material. It must not be inferred, however, that the methods he describes apply only to publishers' problems, because it is undoubtedly true that the same technique can be applied to sell anything from peanuts to real estate, and is

being applied every day. If you have an article with merit, and there are enough human beings who want it or who can be made to want it, direct mail will find them quickly and at a low cost, in good times and in periods of depression. Moreover, it can be used in connection with other forms of selling without conflict. Your high-salaried road-men to the contrary notwithstanding, you can use direct-mail methods not only to help them sell your product, but to sell them as well—and make them like it.

The publishers are pleased to call this a "book," but I should call it a "course of study," because it covers the subject so completely and unfolds food for thought in easy steps with logical sequence just as a good teacher would do the job. I believe many will join me if I nominate Robert Collier to the chair of Direct-Mail Engineering at some progressive institution of learning. If this suggestion is adopted, we shall see in a few years a new attitude on the part of the weary public on receipt of circular letters. The bright, refreshing, circular literature then will be opened and read because it will be newsy and interesting, instead of dull and drab, as so much of it is today—but how about our pocketbooks after these compelling letters make us sign up for everything that Mr. Collier's disciples want to sell us under this new order of things?

* * * * *

It is with a sad heart that I record here the passing of my warm friend Robert Leo Collier on January 9th, 1950, on the eve of making the final plates for this new edition. It is my hope that someone who reads these pages will be inspired to write an appreciation to the publishers that will influence others to experience the uplift of Bob Collier's sound advice, which he has given so generously to so many of his friends and associates over the years. I can think of no more fitting tribute to pay a clear thinker, action specialist, and originator

of profitable selling ideas, whose kindness and sympathy were scattered widely. His work will be long remembered and his memory cherished by all who had the privilege of knowing the genial Bob.

FRED STONE

Preface

RUDYARD KIPLING had a verse in the front of one of his books that would make an appropriate foreword for any book of letters. It ran—

*When 'Omer smote 'is bloomin' lyre,
He'd 'eard men sing by land an' sea;
An' what he thought 'e might require,
'E went an' took—the same as me! **

There are scores of rules for writing good letters, and most of them are helpful, but merely following rules will never make a good letter. It needs something more than that. It needs inspiration, just as any piece of successful writing does.

Some there are who can pull their ideas out of the air, so to speak, but most of us get ours from the study of letters or advertisements that have proved successful for others.

That is why letter writers, even more than most people, are "a part of all that they have met."

In that, as I see it, lies the greatest value of a book such as this. It gives you scores of letters, on all manner of subjects, that have proved highly successful. It shows you how campaigns were planned and carried out. It gives you the things necessary to the successful use of letters, and illustrates them with hundreds of examples of how they have been used.

Most experienced writers can readily pick a letter that has little or no chance for success, but no man knows so much about letter writing that he can tell you how successful or otherwise a letter will be.

*From: THE SEVEN SEAS by Rudyard Kipling. Copyright 1896 by Rudyard Kipling, reprinted by permission of Mrs. George Barnbridge and Doubleday & Company, Inc.

TIME Magazine proved this some years ago. Its publishers took a dozen letters they had used and offered \$1.000 to anyone who could arrange them in the order of results accomplished—this one first, this second, and so on. Thousands of experienced letter writers tried, not one succeeded—or even came near success. All that most of us know is what *has* been done.

Show us an appeal that has been highly successful and we can adapt it to some other offer and make it successful, too.

We are all imitators. We all get many of our ideas from others. Personally, I learned most of the rules of letter writing from Herbert Watson's *Business Correspondence Library*. But I also owe any success I have had to the thousands of writers whose letters I have read, whose methods I have studied. Every good idea I found in their letters I have tried to adapt in some way to my own.

It is my hope that you may be able to do the same with the letters in this book, and thus through them make your own letters even more successful.

R. C.

Tarrytown, N. Y.

Contents

	PAGE
FOREWORD	vii
PREFACE	xi
CHAPTER	
I. WHAT MAKES SOME LETTERS PAY?	1
II. HOW TO AROUSE THAT ACQUISITIVE FEELING	8
III. GETTING NEWS INTEREST INTO YOUR LETTERS	14
IV. WORD PICTURES THAT MAKE PEOPLE WANT YOUR PRODUCT	29
V. MOTIVES THAT MAKE PEOPLE BUY	47
VI. THE PROOF OF THE PUDDING	56
VII. SUPPLYING THAT IMPULSE	59
VIII. HOW TO PUT A HOOK INTO YOUR LETTERS	68
IX. THE SIX ESSENTIALS	73
X. HOW IT ALL BEGAN	83
XI. THE FIRST OLIVE	98
XII. SELLING \$2,000,000 WORTH OF O. HENRY STORIES	109
XIII. A WAR HISTORY THAT SOLD	115
XIV. BOOKS THAT MANY PEOPLE KNOW	124
XV. HOW WELLS' OUTLINE WAS SOLD	140
XVI. HOW THE BOOKBUYERS SAVED A CAMPAIGN	164
XVII. A GIANT OF THE MAILS	184
XVIII. THE THIRD FIFTY THOUSAND	214
XIX. WILL YOU ACCEPT THIS LITTLE GIFT?	235
XX. ONE MILLION DOLLARS' WORTH OF ORDERS IN THE FIRST SIX MONTHS	247
XXI. TAKING THE GUESS OUT OF ADVERTISING	280
XXII. WE HELP TO START A STORE	313
XXIII. HOW TO REACH THE LEADERS	338
XXIV. COLLECTING WITH A SMILE	358
XXV. LIFE BEGINS AT ???	372

CHAPTER	PAGE
XXVI. SHOWMANSHIP	393
XXVII. MISCELLANEOUS PRODUCTS	403
XXVIII. HOW TO RAISE MONEY BY MAIL	431
XXIX. THE IDEAL SALES LETTER	453

THE ROBERT COLLIER LETTER BOOK

I

What Makes Some Letters Pay?

WHAT IS THERE about some letters that makes them so much more effective than others?

A letter may have perfect diction, a finished style; it may bristle with attention-getters and interest-arousers; it may follow every known rule; yet when it reaches the Hall of Judgment where the reader sits and decides its fate, it may find itself cast into the hell of wastebasket-dom, while some screeed lacking any pretence of polish or the finer arts of correspondence blandly picks up the bacon and walks home with it. Why?

Because getting the results you set out to accomplish with a letter is no more a matter of rule of thumb than is landing a fish with a rod and hook. You know how often you have seen some ragged urchin pull in fish after fish with the crudest of lines, when a "sportsman" near by, though armed with every piscatorial lure known to man, could not raise even a bite!

It's a matter of bait, that's all. The youngster knew what the fish would bite on, and he gave it to them. Result? A mess of fine fish for dinner. The "sportsman" offered them what he had been led to believe fish ought to have—and they turned up their fishy noses at it.

Hundreds of books have doubtless been written about the fine art of fishing, but the whole idea is contained in that one

sentence: "What bait will they bite on?" Thousands of articles have been written about the way to use letters to bring you what you want, but the meat of them all can be compressed into two sentences: "What is the bait that will tempt your reader? How can you tie up the thing you have to offer with that bait?"

For the ultimate purpose of every business letter simmers down to this:

The reader of this letter wants certain things. The desire for them is, consciously or unconsciously, the dominant idea in his mind all the time.

You want him to do a certain definite thing for you. How can you tie this up to the thing he wants, in such a way that the doing of it will bring him a step nearer to his goal?

It matters not whether you are trying to sell him a rain-coat, making him a proposal of marriage, or asking him to pay a bill. In each case, you want him to do something for you. Why should he? Only because of the hope that the doing of it will bring him nearer his heart's desire, or the fear that his failure to do it will remove that heart's desire farther from him.

Put yourself in his place. If you were deep in discussion with a friend over some matter that meant a great deal to both of you, and a stranger came up, slapped you on the back and said: "See here, Mister, I have a fine coat I want to sell you!" What would you do? Examine the coat with interest, and thank him for the privilege — or kick him and the coat down the nearest stairs, and blister both with a few choice adjectives in the process?

Well, much the same thing happens when you approach a man by mail. He is deep in a discussion with himself over ways and means of getting certain things that mean a great deal to him. You butt in (that is the only term that describes it) and blandly tell him to forget those things that so deeply

concern him and consider your proposition instead. Is it any wonder he promptly tells you where to head in, and lacking the ability to reach you, takes it out on your letter instead?

Then what is the right way to approach him? How would you do it if you were approaching him in person? If he were talking to someone, you'd listen for a while, wouldn't you, and get the trend of the conversation? Then when you chimed in, it would be with a remark on some related subject, and from that you would bring the talk around logically to the point you wanted to discuss. It should not be much more difficult in a letter. There are certain prime human emotions with which the thoughts of all of us are occupied a goodly part of the time. Tune in on them, and you have your reader's attention. Tie it up to the thing you have to offer, and you are sure of his interest.

You see, your reader glancing over his mail is much like a man in a speeding train. Something catches his eye and he turns for a better look. You have his attention. But attention alone gets you nowhere. The something must stand closer inspection; it must win his interest; otherwise his attention is lost—and once lost, it is twice as hard to win the second time. Again it's a matter of bait—you may attract a fish's attention with a gaudily painted bauble, but if he once nibbles it and finds it made of tin, you will have a hard time reaching him again with anything else of the same kind.

Every mail brings your reader letters urging him to buy this or that, to pay a bill, to get behind some movement, or to try a new device. Time was when the mere fact that an envelope looked like a personal letter addressed to him would have intrigued his interest. But that time has long since passed. Letters as letters are no longer objects of intense interest. They are bait—neither more nor less—and to tempt him, they must look a bit different from bait he has nibbled at and been fooled by before. They must have some-

thing about them that stands out from the mass—that catches his eye and arouses his interest—or away they go into the wastebasket.

Your problem, then, is to find a point of contact with his interests, his desires, some feature that will flag his attention and make your letter stand out from all others the moment he reads the first line.

But it won't do to yell "Fire!" That will get you attention, yes—of a kind—but as far as your prospects of doing business are concerned, it will be of the kind a drunken miner got in the days when the West wore guns and used them on the slightest provocation. He stuck his head in the window of a crowded saloon and yelled "Fire!"—and everybody did!

Study your reader. Find out what interests him. Then study your proposition to see how it can be made to tie in with that interest. Take as an instance the mother of a month-old baby. What is most in her thoughts? Imagine, then, how a letter starting like this would appeal to her:

After baby's food and baby's clothes, the most important thing you have to decide upon is the little cart baby is going to ride in—is going to be seen in—is going to be admired in.

Never a child came into the world but was worthy of as good a cart, etc.

Or if you were the father of a six- or eight-year-old boy, wouldn't this get under your skin?

Your boy is a little shaver now. He thinks you are the most wonderful man in the world. You can fix his boat, mend his velocipede, tell him wonderful stories.

But it will be only ten or twelve years until he goes to College. The fathers of the other boys—his chums—will go to see them. There will be a Railroad President, perhaps; a great Banker; a Governor.

And you will go; and your boy will say, "*This is my father, boys.??*"

How will he feel when he says it? Will he be proud of you?

Or take any one of the following starts. Can't you just see your reader nodding in interested agreement, can't you picture the way they would carry him along into a description of the thing offered, how they would make him want it, how they would lead him on to the final action?

To a Druggist

After you have run up front half a dozen times to sell a pack of cigarettes, some adhesive tape, and a postage stamp; to change a five dollar bill for the barber, to answer the phone and inform Mrs. Smith that Aspirin is 25¢ a box, and assure Mrs. Jones that you will have the doctor call her up as soon as he comes in, then take a minute for yourself and look over this proposition. It's worth while.

To a Householder

Doesn't it beat the Dutch the way thieves, pick-pockets, hold-up men and burglars are getting away with it these days?

There were over 1500 house burglaries last month in our dear old city; 92 business burglaries; 122 street hold-ups; 11 offices held up; 309 automobiles stolen, and the Lord only knows how many watches and purses taken on the streets. A good insurance policy against burglary and theft is a pretty cheap investment these days. Call me on the phone now, and I can have your valuables covered by noon.

To a Farmer

Any man who owns a cow loses a calf once in a while.

If you own a herd of a dozen or more, you are probably losing one or two calves a year. We know of breeders who were losing every calf—some sixteen—some over thirty a year.

And these breeders stopped their losses short—just like that—through the information given in our . . .

To a Merchant

"She didn't buy anything."

How often is this little tragedy repeated in your store?

Your time is valuable—your overhead expense runs on—and it costs you real money when a prospective customer walks out of your store without making a purchase.

To a Mother

About that boy of yours—

He is arriving at the age when his spirit of manliness asserts itself. You find him imitating his father's manners—he is using your embroidery scissors to shave with—he is no longer ambitious to be a policeman, but has his eye on the Presidency. Among the serious problems with him today is this: He is beginning to want manly, square-cut, "growing-up" clothes. He is no longer satisfied with ordinary boys' clothes. He wants something "like father's."

To a Doctor

What a clutter of books a doctor can get around him, and what a fearful outlay of money they will come to represent if he doesn't use great discrimination in their purchase. I don't suppose there is any class of people—and I have customers among every class you can think of—who appreciate more than my medical friends the marvelous savings I am able to make them on all standard sets, reference books, etc.

To a Housewife

After you have your breakfast dishes washed, your floors swept, and your beds made up, I should like to have a moment of your time.

You are an excellent judge of what is good to eat, and know when you are getting what you should from your grocer to be saving and yet to set your table with healthful and dainty dishes for your family . . .

To Insurance Agents

Did you ever, as a kid, sneak up alongside an old mill pond and heave what Penrod might call a "good old rock" far out into the middle of its placid surface—just for the fun of seeing all the mud turtles on all their sunny legs drop off into the water with one loud, individual PLUNK?

If the humble mud turtle formed no part of the back-yard fauna of your youth, I reckon there was something mighty similar to engage your budding talents. Just as you find now, in your grown-up days, that the pursuit of your business aims often involves the same emotions that lent interest to your ac-

WHAT MAKES SOME LETTERS PAY?

tivities in the eyes of your early neighbors. For example: We want to point out to you a few of the prospects that are basking along the banks of the . . .

Bait—all of them. Find the thing your prospect is interested in and make it your point of contact, instead of rushing in and trying to tell him something about *your* proposition, *your* goods, *your* interests.

II

How to Arouse That Acquisitive Feeling

TO GO BACK to the very beginning, what is the first thing to do in writing any business letter?

Before you put pen to paper, before you ring for your stenographer, decide in your own mind what effect you want to produce on your reader—what feeling you must arouse in him.

If you want your readers to say, as the crowds did of Demosthenes' famous rival Aeschines: "What a clever speaker!"—then it is quite all right to start with catch-phrases and the like. But if you want to emulate Demosthenes, whose hearers forgot all about him in their interest in his message, then your whole effort must be centered on arousing the feeling in them: "*Let's go!*"

For back of every successful letter, as back of every sale, is a created feeling that impels the reader to act as you want him. It is the whole purpose of every business letter, whether it be sales, collection, adjustment, or complaint, to make your reader *want* to do the thing you are urging upon him.

How are you to arouse that feeling in him? How would you have to feel yourself before you would place such an order as you have in mind, before you would grant such an extension, before you would send a payment to this man in preference to all others, at a time when it was an effort to send a dollar to anyone?

What would you want first to know? What about the proposition would interest you most? What would you feel you had to gain by accepting? What would you lose by refusing?

They say the Parisians have a formula for love letters: "Begin without knowing what you are going to say, and end without knowing what you have said." That may be good medicine for love letters, but it was never meant for business. To do the Frenchmen justice, however, such of their letters as appear in print indicate that although they may not know what they are going to say, they have a pretty clear idea of the emotion they want to arouse in their reader, and they leave no stone unturned in the doing of it.

And after all, isn't that the whole purpose of a letter? Books have been written about the importance of attention, and interest, and argument, and clinchers, but aren't these mere details? When you come down to it, isn't the prime requisite arousing in your reader the feeling that *he must* have the thing you are offering, or that he cannot rest until he has done the thing you are urging him to?

Consider the following two letters, for instance. The first follows all the rules. It wins attention, it creates interest, it describes what it has to offer, it has argument, conviction, clincher, yet it was only moderately successful, whereas the second letter pulled more than twice as well. Why the difference? Because the first letter is aimed only at the intellect, whereas the second, while it tries to convince the intellect, aims its real appeal at the emotions! And when it is action you want, go after the emotions every time!

Here Is a Letter With a Selfish Motive—Selfish Because I *Shall Gain—and Gain By Doing a Favor For You.*

DEAR CUSTOMER:

Some people have a sort of sixth sense that enables them to send greetings and the like to all the proper relatives and friends

10 HOW TO AROUSE THAT ACQUISITIVE FEELING

on every appropriate occasion. But most of us are likely to overlook such things.

This letter is your reminder—NOT to forget additional cards for those half-forgotten friends and in-laws who remembered you last year, for the new acquaintances you made this summer, for all the children.

There are few things more pleasant, you know, than to be remembered by a friend, and the only known way to keep friends is to BE FRIENDLY. "Those friends thou hast, and their adoption tried, grapple them to thy soul with hoops of steel."

You have many more friends than you can reach with the fifteen lovely greeting cards we sent you. Why not use the payment form enclosed to send your \$1 for these fifteen, and then add another \$1 for a second fifteen as well?

Better still, get some inscribed with your name and thus make them even more personal and distinctive. All you have to do is pick the one card you like best from the fifteen you have, tell us the "key" number that is printed on the back of it, and if it is either No. 8 or No. 9 send \$1.95 in addition to your \$1 payment for the box you have. That \$1.95 will bring you thirty-six additional cards, each with your name beautifully printed on it. Prices for the other cards are given in the inside page of the little circular enclosed.

The time is getting close now. It won't be long before you will be wanting to MAIL these cards. Better fill in your name now on the payment blank—tell us how many more cards to send you, and drop it in the mail.

Then the days may come and the days may go, but you'll be sure of having attractive greetings with which to keep green ALL your friendships.

Sincerely,

DEAR CUSTOMER,

How often have you promised yourself to keep in touch with some old friend, to cultivate some new one—and then gone your way forgetting them, *and letting them forget you?*

To be remembered by a friend is one of the pleasantest of human experiences, and at no time of the year does one appreciate it more than at Christmas. More old friendships are

renewed then, more new ones cemented, than at any other time of the year.

"He that hath friends," says a famous writer, "must show himself friendly. If you would keep your friend, don't lose sight of him too long. Write when you can, remind him of yourself and you shall not lose the thread of his life."

And of all ways to recall yourself to your absent friends, none is more pleasant or easier than sending them a lovely Christmas greeting, like the box of fifteen that we mailed to you a short time ago, for they are not only good to look at, but they carry with them a warm-hearted greeting that every friend will welcome.

Remember, it is not the intrinsic value of what you send that counts. It is the spirit that goes with it. As Oliver Wendell Holmes put it, "If uncounted wealth were thine, thou couldn't not to thy cherished friends a gift so dear impart, as the earnest benediction of a deeply loving heart," etc.

Why is it a tabloid newspaper will outsell a clean, well-edited sheet by ten to one? Why? Because its appeal is to the sob sister, to the emotions. Why is it that a fire-spouting revivalist, preaching hell and damnation, can crowd huge amphitheaters while your ordinary clergyman preaches to empty pews? Emotion! The religion that brings masses of converts, that sweeps whole cities, is not an appeal to the intellect—but to the emotions! When Mohammed first preached his doctrines, they were sane and moderate—and they attracted few converts. He added the emotional features—and *swept* over half the world!

"I Talked With God!" claimed Frank B. Robinson, and started a new religion that soon numbered its followers in tens of thousands.

You may not be interested in starting a new religion, but you do want action of some kind. And to get action, you need to arouse emotion on the part of your reader. You may convince his intellect that the thing you want him to do

is right and is for his best advantage, but until you arouse in him an urgent desire to do it, until you make him feel that whatever effort it requires is of no account compared with the satisfaction it will bring him, your letter is lacking in its most important essential. It may have everything else, but if it lacks that faculty of arousing the right feeling, you might as well throw it away. It will never make you money.

Not many years ago there was a young fellow in a small Connecticut town with a book—and an idea. The book had been written for serious-minded men, to help show them the way to success. But letters and advertising telling of this marvelous secret of power had left their readers cold—so cold that the original publisher had failed. The young fellow had been his bookkeeper, and had bought the plates and stock at the sale of the publisher's effects.

You see, this young fellow had an idea he could sell that book. He believed that a mere description of its contents, such as had been used in the letters and ads, was not enough, that the important thing was to arouse the reader's desire through an appeal to his ambition. He had only \$200 left, but he decided to gamble those \$200 on selling the book.

To make a long story short, he did it. He spent his \$200, and from them he got \$2,000 worth of direct orders by mail! That \$2,000 was the start of a small fortune. He promptly spent every cent of it in selling more books, pyramiding his receipts like a stock gambler does his winnings. In the years that have elapsed since that time, this young man has sold more than \$2,000,000 worth of books. His name is A. L. Pelton. The book was "Power of Will." And he sold his two millions, as he did his two thousands, by making his appeal—not merely to the intellect, but to the emotions. "Five Days to Prove I Can Raise Your Pay!" "A New Idea That Makes Men Rich." "Ambitious Men Flock To Me—to Learn My More-pay Secret."

And his case is typical of every great mail success. What sold the "Book of Etiquette?" It had been gathering dust on the shelves of Doubleday's stock room for ten to fifteen years when Nelson Doubleday suddenly brought it to life and sold a million copies. What caused the sudden demand? Not, you may be sure, any wave of culture or politeness sweeping over the nation, but simply the fear aroused in the readers of Doubleday's letters and advertisements that some unconscious *gaucherie* might cause them embarrassment. "Why I Cried After The Ceremony." "What's Wrong With This Picture?" "Why They All Laughed At Me." "Again She Ordered—Chicken Salad, Please." "Why She Blushed With Shame."

Why do people buy reducing belts, face creams, hair tonics? Why do they diet and go through arduous exercises? Not because their reason tells them they need these things, still less because they like them—but because their emotion of vanity impels them! "How I Improved My Appearance In One Evening." "How Fortune Came to John Jones." "Satisfied Just To Keep The Wolf From The Door?" "How Anyone Can Have a Winning Personality." "A Startling Memory Feat That You Can Do." "How It Feels To Earn \$1000 a Week." "Little Signs That Reveal Character At a Glance." "How to Make a Hit With Influential People."

Appeal to the reason, by all means. Give people a logical excuse for buying that they can tell to their friends and use to salve their own consciences. But if you want to sell goods, if you want action of any kind, base your *real urge* upon some primary emotion!

III

Getting News Interest into Your Letters

WHAT THE WORLD WANTS, and has wanted since the beginning, is news—something to flag its jaded interest, something to stir its emotions.

Tell a man something new and you have his attention. Give it a personal twist or show its relation to his business and you have his interest.

Do you know how Wells' Outline of History was first put across? On its news value! "The Oldest Man in the World," "Was This the Flood of the Biblical Story?" "The Finding of Moses," and so on. Newspaper headlines, all of them. News interest in every one of them. Rich man, poor man, beggar man, thief—all stop to read if you can put news interest into your letters.

"When the Rattlesnake Struck!" Can't you see yourself reading on to see what happened? Well, that is what thousands of others did every time that headline was used. It sold hundreds of thousands of O. Henry books.

"Will a Yellow King Rule the World?" Which one of us would not be startled enough by such a headline to read on and see if there was any reason to fear that such a thing might ever really happen?

"What is the Unpardonable Sin in all Nature?" Can you imagine any reader so blasé as not to go on at least a few lines further to find the answer to that question? **And if**

you can lead him on those few lines, it is your own fault if you cannot make your story so interesting that it will carry him right down to the last line and the order blank or card that follows it.

A business man is no different from any other kind. Watch him on his way to the office. Compare the time he gives the financial and business news with the way he eagerly devours the details of the latest murder or scandal, or the attention he gives the sports page. He wants news interest. He will get it in his business as far as he can, but if it is not there, he will look outside his business for it.

So if you want his attention, go after it as the newspaper paragrapher does. He knows he has to compete with a thousand other distractions, so he studies his reader and then presents first that side of his story most likely to attract the reader's interest.

You have to compete in the same way for your reader's attention. He is not looking for your letter. He has a thousand and one other things more important to him to occupy his mind. Why should he divert his attention from them to plow through pages of type about you or your projects?

You have, we shall assume, decided upon the emotion your letter must arouse in your reader to get him to do as you want. You know that every man is constantly holding a mental conversation with himself, the burden of which is his own interests—his business, his loved ones, his advancement. And you have tried to chime in on that conversation with something that fits in with his thoughts. But some propositions do not lend themselves readily to this. What are you to do then? Look for news value! Look for something in or about your proposition of such news interest that it will divert the reader's mind temporarily from his own affairs, then bring it back by showing how your proposition fits in with those affairs or is necessary to their successful accomplishment. How are you to do it?

16 GETTING NEWS INTEREST INTO YOUR LETTERS

Perhaps the best way to answer that is to show a few examples of how it has been successfully done. Here are some typical openings that get the reader's attention and lead logically on to a description of your proposition:

Do you know what was Socrates' chief characteristic? It was his pertinacious curiosity, his desire to know the why and the wherefore of everything, his questing for fundamental reasons.

It was this curiosity that helped make him represent the highest achievement of Greek civilization. It is that same questing for fundamentals that makes the Bland Advertising Agency so invaluable when a new product is to be introduced, a new field opened, a new method tried.

In the city of Bagdad lived Hakeem, the Wise One, and many there were who came to him for counsel, which he gave freely to all, asking nothing in return. One day there came to him a young man, who had spent much but got little, and asked: "Tell me, Wise One, what shall I do to receive the most for that which I spend?"

Hakeem answered: "A thing that is bought or sold has no value unless it contains that which cannot be bought or sold. Look **for** the Priceless Ingredient."

"But what is this Priceless Ingredient?" persisted the young man. Spoke then the Wise One. "My son, the Priceless Ingredient of every product in **the** market place is the honor and integrity of him who made it. Consider his name before you buy."

For 25 years, Squibbs has been making, etc.

What is the eternal question which stands up and looks you and every sincere man squarely in the eye every morning?

"How can I better my condition?"

That is the real life question which confronts you, and will haunt you every day till you solve it. Read carefully the enclosed booklet, and see if you don't find in it the answer to this

important life question which you and every man must solve if he expects ever to have more each Monday morning after pay day than he had the week before.

Your grandfather in his buggy traveled no faster than Caesar; in individual transportation he was almost as limited as a citizen of Rome.

Suddenly—the automobile—and our generation is unshackled! With a car, miles shrivel up into minutes, and the humblest family leaves its doorstep to own the continent.

All day long, from the minute your mind takes the trail early in the morning, until you quit the game late at night—you are figuring on ways to sell more goods, to win more trade, to possess more executive ability, to be a bigger business builder.

This is the one great heart and soul aim of which you are ever conscious—the mastery of your business, the rising to supremacy in your line, the steady year-in and year-out increase of financial income. You'd willingly spend a few minutes to learn new ways of directing and developing your mental energies so as to cut out waste motion and make every move count for 100% progress.

Did you ever stop to think that the average man's brain wastes more energy than the worst old rattle-box that ever squandered good steam? It's the knowing how to apply your brain-power—how to think, how to reason, how to conserve mental energy, how to concentrate, that alone can make you a leader in your profession.

And it was to teach you how to think, how to concentrate, how to apply the basic fundamentals of all science to your own daily problems that the Blank Course was written. It shows you, etc.

It was payday in Connellsville, Pa., and I was sitting in a local store, talking with the owner—

When a laborer came in.

He said he wanted so-and-so, that he, etc.

18 GETTING NEWS INTEREST INTO YOUR LETTERS

So I thought this: You want more business—want your store recognized as the, etc.

If you are tired of a salaried job, if you want to get into a big-paying, independent business of your own, I have a proposition that will interest you.

Here's a little "inside information" that we're passing on to you, because you are a home-maker, and as such it concerns you.

We got a little low on summer stock the other day, so our buyer, Mr. Smith (he's full of ideas and enthusiasm) went to the source of supplies, and we just got a letter from him, thus: (Then give the news of some special buy that enables you to offer a wonderful bargain.)

What is it worth to keep baby's milk sweet? By making your refrigerator measure up to that all-important job, you make it measure up to all other jobs.

Some time today or tomorrow or next month, in practically every commercial office in the U. S., an important executive will sit back in his chair and study a list of names on a sheet of white paper before him.

Your name may be on it. A position of responsibility is open, and he is face to face with the old, old problem—"Where can I find the man?"

The faces, the words, the deeds, the possibilities of various employees pass through his mind in quick review, and he realizes once again how little an employer really knows about their hopes, their ambitions, their particular ability to handle more important work. That is where the Blank School can help him—and you.

What has given the high values to Iowa farm land? Corn. What has given the rapid advance in farm values to all the central western states? Corn. What is the biggest factor in

making the farm lands of lower Louisiana advance? Corn. Why? Because they are in the "corn belt."

If your expenses were doubled tomorrow, could you meet them—without running heavily into debt? If you had to have more money on which to live—to support those dependent upon you--could you make it?

You could if you had the training afforded by our course. It has doubled other men's salaries. It can do the same for you.

For 20 years I was an exile, shunned by people on every hand, unwanted in the business world, impossible socially, a mental and physical wreck, a failure at everything. I was dependent, almost devoid of hope. Life to me was a burden.

And then I learned to talk! (And so on with description of a course to cure stammering.)

Right around New Year's, most of us are somehow thinking about what we'll accomplish within the next twelve months. Often we get to figuring and planning and laying it all out beforehand.

So maybe it will mean a lot of inspiration to you, as it did to me, to read . . .

I have come to look upon it as a pity that circumstances should ever combine to place men of much ability in a position where they are not obliged to begin with a struggle for existence. For most individuals are so constituted that they are obliged to do so. The saving event in many a man's life is the blow that takes away the props that have supported him, and leaves him to look out for himself. Many persons have told me this is true of their own lives, and we know it is true of ours. So instead of railing against the fate that makes it necessary for you to dig in and make something of yourself, thank God for it, and start now getting ready. The Blank Course will fit you, etc.

The old gentleman who resigned from the Patent Office in 1886 because, as he said, everything had been invented, had nothing on most of us. There are times when we all begin to feel that mechanical equipment is about as perfect as man can make it.

Take lubrication for instance. In spite of the thousands of dollars wasted in furnishing six ounces of oil to a bearing that needs only one, production men are satisfied—until, of course, someone comes along and shows them where 500% can be saved.

Making production men dissatisfied with their lubrication equipment is our business.

You've got to have more money. Your salary, without income, is not enough. The man who depends upon salary alone to make him rich, well-to-do or even comfortable, is making the mistake of his life. For the minute you stop working, the money stops coming in. Lose a day and you lose a day's pay—while expenses go right on.

Don't you think it's time you got Nature to work for you? A dollar put into a peach orchard will work for you days, nights and Sundays. It never stops to sleep or eat, but keeps on growing, growing—from the very minute you put your money in.

A small moss lamp is sufficient to heat an Eskimo's igloo—because its walls are insulated. Minute particles of "dead air," held captive in the snow blocks, provide natural insulation—the most efficient known to science.

But present-day homes of ordinary construction waste two-thirds of the heat that comes from the furnaces. One-third of this heat naturally escapes through windows and doors. The other third is unnecessarily wasted. It escapes easily through uninsulated walls and roofs. Ordinary building materials cannot hold heat in. Celotex stops heat waste.

There's a bank here in Chicago—not much larger than yours—that secured over 280 new savings depositors last month!

And secured them, mind you, on the sole strength of business-getting circular letters, without the aid of a single solicitor! That's why this letter is as vital to you as though it were a certified check. For it tells how, etc.

Suppose a good job were open where you work. Could you fill it? Could you jump right in and make good, or would the boss have to pass you up because you lacked training?

The man who is offered the big job is the man who has trained himself to hold it before it is offered to him.

Don't take chances on being promoted. Don't gamble on making good when your opportunity comes. If you want a big job that carries responsibility and pays good money, get ready for it! Pick out the job you want in the work you like best. Then start right now to get, through the Blank Correspondence School, the training that will prepare you to hold it.

If you do as Arnold Bader did—he lives five miles northeast of Monticello—you will have very little trouble with your clover, and you can start a patch of alfalfa that will grow.

When a man, 42 years of age, who has been working for others all his life, decides to go into business for himself—and when, in a few short months, he so solidly establishes his business as to outdistance competitors who had the advantage of years of experience—there must be something about his method of doing business that other men would like to know about at once.

In the January Blank magazine, you will find the story of how John Jones succeeded, what he did, etc.

Pay-day—what does it mean to you? Does your money go 'round? Or does it fail to stop all the gaps made by last week's or month's bills?

Last week—according to actual, certified reports on file in our office—300 men got their salary raised as a direct result of becoming more proficient from studying ABC courses.

Don't you think it's time that salary raise was coming your way?

The old saying: "There is strength in numbers," certainly does not apply to the wearing apparel of the woman of today.

Could anything be more disappointing to a well-dressed woman than to pass an exact counterpart of the coat which she is wearing, on some other woman?

Exclusiveness is the keynote of our women's coats; therefore we cannot permit any duplicates. That's the reason our Women's Coat Salon, etc.

"How's the garden?"—is the morning greeting at the suburban station. Many estate owners are planting potatoes on all their available ground. Others, not so ambitious, are growing only enough for a table garden.

Under these conditions,, *House and Garden* magazine assumes a new importance. It has already established a reputation for clear, usable garden information. Now, it is a guide book for the subject uppermost in everyone's mind.

You get more pay for each working hour now than you did the first day you worked. Why? Because you put more value into each hour of your time. You have developed your efficiency.

Your business efficiency grows out of your business ideas, and these come from your business knowledge. If you enrich your knowledge with the tested and proven experience of other men, you save yourself valuable time and the needless labor of studying out that which is already known. You add other men's business knowledge to your own efficiency. You get the material out of which to make new and original ideas.

It is these new ideas that make and break records. They mark the difference between the man who gets paid much and the one who receives little. And it is the material for these new ideas that you find in the *Journal of Modern Business Management*.

30 or 40 years ago, back in the days when we travelled by the Dobbin and Dashboard route, men used to say:—"Well, I reckon life insurance is a good thing, but you have to die to win."

Times have changed. And so have life insurance policies. Today there are at least 17 ways you can put life insurance to work for you, right now, in your own lifetime, and reap rich rewards without sacrificing the protection value of the policy.

No matter what business or personal undertaking you have in mind, there is probably a policy that will help you carry out the program easily, quickly, economically—and at the same time protect those dependent upon you.

Frankly, I'd like to discuss the matter with you, etc.

There is one type of letter that is always interesting news, provided the product you are offering has an established market. That type is the price-reduction, money-saving offer. Here are a few such letters that have proved particularly effective:

Monday, March 6th—mark the date on your calendar now! It is the date of a sale you will not want to miss. A sale of women's white spring frocks at \$12.50.

It is such an interesting event that we want to tell you a few things about it. Most of the dresses are, etc.

At the close of a busy season, we find ourselves with 137 sets of the beautiful Gold Star edition of Oliver Cromwell's works slightly damaged from stock-room handling—so slightly you would have to make a close inspection to discern the damage, but still—you know how it is—they cannot be sold as perfect books.

So rather than send them back to the bindery and give the binders the profit of re-binding, we have decided to let the advantage go to a few booklovers—people like you who love good books for the books' sake and not for trifling details about them—and to offer these 137 sets at just what they would be worth with the covers ripped off! Mind you, in all other respects they are perfect. Only a corner scuffed, or a cover marked.

24 GETTING NEWS INTEREST INTO YOUR LETTERS

At certain periods of the year, we have special events in this store which we do not advertise. In order that we may personally advise you of such sales, we would like to have your name and address. Won't you please therefore give us this information at the bottom of this card, and either send or bring it to the store at the first convenient opportunity?

On the 1st of October, the rate of the *Business Week* will go up \$1 a line. If you place your order before the 30th of this month, you can buy space to be used any time before January 1st at \$— a line. After the 30th, positively no orders will be accepted at less than the new figure. As a matter of fact, our circulation entitles us to the higher rate now.

That one extra dress you so badly wanted, but thoughtfully and economically decided not to buy—that smart afternoon frock, or the pretty street dress, that you longed for, but resisted because to buy it then would have been extravagant—is now, you will be happy to learn, turned into a matter of plain, common sense economy!

For to make space for spring stock that is coming earlier than we were prepared for, we must cut the prices on our complete and beautiful line of winter styles to the point that will make it almost an extravagance not to take advantage of the wonderful values.

We are enclosing in this envelope our check for \$6.20 payable to Smith Bros. Readers. This means that if you endorse the check and return it to us before Dec. 10th, we will send you \$6.20 worth of these readers, whichever ones you may choose!

On the back of the check, you will find a complete list of all our Readers, Grades 1A to 6B. If you wish to order additional quantities at this time, you can apply the enclosed check against our bill as part payment.

You will probably be able to buy an Ever-ready Bag next year—10 years from now—

But you can never buy it again at its present price of \$14.85. That price is about to go up to \$20. The special low-payment, free-on-approval club is about to close for good.

This is your chance.

The card herewith brings the newest bag, etc.

Of course, there are ways of getting the reader's interest even before he gets to the first line of your letter. Putting a catch-phrase on the outside of the envelope is one. Many concerns employ this method on all of their mailings; you can be sure they have found it effective, for no experienced user of the mails keeps up any practice that does not justify itself in increased orders on the record sheet.

As a rule, such catch-phrases on the outside of an envelope are effective only on third-class mail, to catch the reader's eye and arouse enough interest to get him to open your letter. On the mailing pieces of one publisher for whom I worked, we used them numbers of times to great advantage. In selling *O. Henry*, for instance, we used such catch-lines as: "When the Rattlesnake Struck," "The Fateful Kiss," and "If This Happened on Your Wedding Night." In selling a *History of the World War*, we had several that worked well, such as "And they said we wouldn't fight!" and "Retreat, H-I! We just got here!" Another, for a health course, was "If the darned fools only knew!" said Roosevelt."

All these helped to get the reader inside the envelope. Their purpose was the same as the newspaper headline—to arouse the reader's curiosity and make him go further into the story. So they have to be judged like any other headline, by the one standard—how successful are they in doing their job? And the **only** way to find that out is to test them against other headlines, or against plain corner cards.

Even on third-class mail, we often find the plain corner cards better, and on first-class, it is almost invariably so. You see, the only object of a 3-cent stamp is to make the letter

seem like a personal message, and to put a catch-phrase on the outside of the envelope defeats that object at once.

So a pretty safe rule to follow is—if you want to use an attention-getter on the outside of the envelope—save two-thirds of your postage by sending your message third class.

One of the most effective stunts we have seen used to get a man to look inside the envelope was the idea of a young friend of ours. He watched trade papers, house organs and the like for pictures of men connected with different organizations. Then, instead of addressing the man by name, he pasted the man's picture on the front of the envelope and under it wrote: "Care of Such and Such a Company," and the address. It was subtly flattering and it won attention—favorable attention, too.

Folders often lend themselves to such attention-getting stunts even better than do envelopes, since their size gives more room for illustration. In effect, they are advertisements sent through the mails, and they have to compete for their readers' interest in the same way as advertisements in a magazine. Their success or failure depends upon the same factors of attention-winning illustration and headline. These must be followed by an interest-arousing start, clear description, logical argument and clincher, with coupon or card that makes ordering easy.

These are the more obvious ways of getting attention. Often they are so exaggerated that they defeat their own purpose. Quieter and usually more effective ways may be found in the letter itself, in the circular enclosure, or in the post card or order form.

Some offers lend themselves to a pictorial, colored letterhead. When Nelson Doubleday first offered his Little Nature Library, he used a plain letterhead. By lithographing a nature scene of birds and woods and flowers across the top and down one side, he actually doubled the number of orders

received from his letter! We found the same to be true in selling a health book. By using a Florida address, and illustrating both envelope and letter with colored pictures of sea-shore and bathing beauties, we more than doubled our orders.

On the other hand, we have seen numbers of offers that have pulled better results on a plain letterhead than on a colored, pictorial one. To be effective, pictures must not merely be attractively done—they must add essential background that would not be possible without them.

As an instance, at one time we offered a set of large gravure prints of famous pictures. By tipping in the upper left-hand corner of the letterhead a small reproduction of one of these prints, we added nearly 50 per cent to the pulling power of the letter, and sold the prints (which had been gathering dust for years) at a goodly profit.

The same thing held true in selling calendars—a small reproduction in full colors of the picture we were using on the calendar greatly increased the returns.

Where a business is built around some one personality, his picture on the letterhead often adds 10, 15, or 20 per cent to the pulling power of his letters. We found this to be so in testing different offers for John Blair, head of the New Process Company of Warren, Pa. And the same thing has been true of a number of people we have worked with.

Another effective attention-getter is to tip on the letterhead a sample of the product you are offering. When selling traveling bags, the New Process Company showed a sample of the leather, to prove how tough and long-wearing it was. When it was a topcoat or overcoat, they attached a sample of the cloth, so you could prove for yourself its wool content, see its attractive color and design, get the *feel* of it.

Then there are the fill-in, and the way the letter is folded, and the circulars and order card inserted. We frequently found that even so unimportant a thing as the fold made a

28 GETTING NEWS INTEREST INTO YOUR LETTERS

difference in the orders. Folding the letterhead out, using the military fold so that only the salutation and first line of the letter showed when the reader picked it up, has increased orders for us at times by as much as 10 per cent.

Indenting the main paragraph helps, too. We have found it a more effective way of calling attention to a special point of interest than either underlining or capitals.

Even the postage stamp has an effect upon the attention accorded a letter. Two $\frac{1}{2}$ -cent stamps frequently pull more replies than one 1-cent stamp. One purple 3-cent stamp pulls better than three green 1-cent stamps.

As for the metered mail and postage indicia, experience varies, but in our own case, we have found little difference between the results of metered mail and postage stamps. To show what a difference color makes even here, because purple is used for first-class mail, a purple indicium usually pulls as well for third-class as for first, whereas other colors frequently show entirely different results.

These are minor details, of course, and are not to be considered in the same breath with the start of the letter, the description, the argument, or the close. But when you have written a successful letter, when you have your appeal right, and you are looking only for ways to get more orders, then you will be surprised at how these minor details can make that order record mount!

IV

Word Pictures That Make People Want Your Product

N O W THAT YOU HAVE your reader's interest, what are you going to do with it? Start a series of firstlys, and secondlys, and thirdlys, like the old-time preacher, and put your reader to sleep, losing all the advantage you have worked so hard to gain? Go into a long-winded description that tires him out before he is halfway through? Or lead him gently from one point of interest to another, with word pictures so clear, so simple, that he can almost see the things you are offering him?

Getting your reader's attention is your first job. That done, your next problem is to put your idea across, to make him see it as you see it—in short, to visualize it so clearly that he can build it piece by piece in his own mind as a child builds a house of blocks, or puts together the pieces of a picture puzzle.

The mind thinks in pictures, you know. One good illustration is worth a thousand words. But one clear picture built up in the reader's mind by your words is worth a thousand drawings, for the reader colors that picture with his own imagination, which is more potent than all the brushes of all the world's artists.

And the secret of painting such a picture in the reader's

mind is to take some familiar figure his mind can readily grasp, add one point of interest here, another there, and so on until you have built a complete word picture of what you have to offer. It is like building a house. You put up your framework. You add a roof, floors, sides, windows, doors, stairs, until you have your structure complete. You would not start with one side, or the roof. You get a solid foundation first; then you add to it logically, piece by piece, until you have your finished building.

Just so it is in building word pictures. Washington Irving gave a classic example of this in his description of the schoolmaster in *The Legend of Sleepy Hollow*.

He was tall, but exceedingly lank, with narrow, sloping shoulders, long arms and legs, hands that dangled a mile out of his sleeves, and his whole framework most loosely hung together. His head was small . . .

Can't you just picture that gawky, homely figure, with its ill-fitting clothes and shambling gait? The whole gives a scarecrow-like effect such as you see occasionally even today, where some youthful bumpkin seems to have sprouted so fast that arms and legs and Adam's apple have outdistanced the rest of his anatomy in the race for development, until now they seem but a weak web holding together a bunch of limbs with ham-like hands and feet at the ends.

Thousands of sales have been lost, millions of dollars worth of business has failed to materialize, solely because so few letter writers have that knack of visualizing a proposition—of painting it in words so the reader can see it as they see it. Yet the ability to do that is one of the important factors in *a* successful letter, for it means describing your proposition in terms of things the reader knows. Westcott gave a good example of this when he had David Harum tell some "horsey" friends about *The Lost Chord*.

It's about a feller sittin' one day by the organ, an' not feelin' exac'ly right—kind o' tired and out o' sorts and not knowin' jes' where he was drivin' at—jes' joggin' along with a loose rein fer quite a piece, an' so on; an' then, by an' by, strikin' right into his gait and goin' on stronger and stronger, and fin'ly finishin' up with an A-a-a-men that carries him quarter way 'round the track 'fore he can pull up.

You see, your sale must be made in your reader's mind. Before you can get his order, it is necessary for you to register a sequence of impressions in his mind, the combined result of which will be to make him want the thing you are offering more than the money or trouble it costs him. And the method of registering those impressions lies in first picking something with which he is familiar, and building on that.

To describe apples, for instance, as "like those with which Eve tempted Adam," is to use a simile that will strike a familiar chord with everyone. "Honey such as Cleopatra served to Antony," brings in another familiar allusion that almost anyone would recognize.

"As rich in appointment as Croesus in coin of the realm."
 "Satisfying as sinking a ten-foot putt on a rough green."

"As much chance as a goldfish on a cat farm." "Like a home run in the ninth inning with the bases full." "Like painting a battleship with a tooth brush." "Thick, creamy, chocolate coatings that give you that 'more-ish' feeling." "The company with a good product that does not advertise is like a man who whispers to himself on a desert." Every one of these stirs a familiar chord and thus gives you a definite impression to tie your story to. It is the difference between having a foundation to build upon and resting your edifice upon shifting sands.

Further along in this book we shall give you numbers of instances of the way the writer has used this idea in describing various products he has helped to sell. Meantime, we give below a few good examples of how others have done it:

About a Ginger Ale

The lore which enters its making is akin to the lore of the wine-makers of France—a formula and process handed down from father to son. Only three men know the secret of its charm and vivacity, its mellow glow and friendliness. You will find in it a stimulation like that of mountain air.

Silverware

The cheerful hum of voices, the steaming kettle, the cup that cheers, and Silverplate with its satiny surface catching every light.

A Room

It seemed, partly because the ceiling was low, to be very spacious; the walls and ceiling were of a kind of dusky amber hue; a golden brown was everywhere the prevailing tint. The tiny curtains, the long settees into which one sank, the chairs, the shades of the mellow lights—all were of some variety of this delicate, golden brown. In the middle of the room stood a square table.

A Rug

Under her feet a rug so thick that she felt her shoes must be hidden in its pile.

A Laundry

A goodly part of the delight of a dinner is in linen white as almond blossoms. Napery, to be at its best, should be laundered carefully and skilfully. Many discerning housewives entrust their fine table linen to the White Laundry. In it, the constant thought is not "how quick" but "how well." But with **all** our care, we do save time for you, too.

A Book

If you are one of the live, wide-awake men who welcome the rush and tumult of great daring and big adventure, who believe that there is nothing better for tired brains or tired bodies than the healthy, blood-tingling, mind-quickenning stimulation of a good story, then . . .

Hawaii

Four days beyond the Golden Gate, the Hawaiian Islands lift

their crests of misty jade above a sparkling sea. Four nights away, the orange moon floods Moana Valley with its spell, and the ghosts of gorgeous flowers spread a witchery of perfume in the shadows. Four days away, the long combers, creaming on Waikiki's bar, race shoreward, and golden-skinned surf-riders, young gods and goddesses of the blue deep, speed across the amethystine waters.

Someone waits to drape a lei of jasmine on your shoulders. Someone waits to sing the husky croon, "Aloha oe," to echo in your heart for years. Why don't you go and capture your dreams?

A Ham

This mark certifies that the hog came from good stock, that it was corn-fed in order that it might be firm and sweet—that it was a barrow hog, so that the meat would be full-flavored and juicy—that it was a young hog, making the ham thin-skinned and tender—well-conditioned and fat, insuring the lean of the ham to be tasty and nutritious. This mark certifies that the ham was cured in sugar, pure saltpeter and only a very little salt, thus bringing out all the fine, rich, natural flavor of the carefully selected meat, and preserving it without "salty pickling."

A Real Estate Development

From every standpoint of the amusement industry and the real estate promoter, Boca Grande is a dead town. It always has been dead and probably always will be. That is why it appeals to many live people.

It doesn't quarrel with any of the bigger and better movements. It simply lets them alone. It has no Chamber of Commerce, no dredges or sand-suckers, and nothing proposed for next year. Boca Grande is simply a haven for those who prefer to roll their own in the way of amusement. Providence did a perfectly satisfactory job in the way of making this a lovely place to swim and fish and golf, and we who have been wintering here for years let it go at that.

You might like Boca Grande a lot. Many clever people do. **It** is an adventure in naturalness. Let us send you a book about **it**. It is a very nice book, and not too much exaggerated.

A Gas Burner

The Blank Heat-Spreading Burner is a nest of small jets, and is so designed that the heat is spread evenly over the entire bottom of the utensil. Combustion is so perfect that all the fuel is burned. You get the full benefit of every atom of gas. The bottom of the cooking utensil rests only seven-eighths of an inch from the burner top. There are no deposits of carbon to be scoured off.

An Oven

This is the Blank Oven, built on the principle of the Dutch oven, with the "baker's arch" to prevent air pockets. The patented heat spreader at the bottom assures even distribution of heat, and guards against your roasts and baked things being underdone on top and burnt on the bottom. On the door of the oven there is a heat indicator which shows how much heat there is inside.

And here are a few from England that tend to show that our cousins across the water are not so deficient in humor as the "funny papers" would lead us to believe. Certainly their descriptions would be hard to improve upon.

A Plum Cake

It was in one of those sweet old country houses where they put little bunches of lavender with the linen that we first tasted the plum cake of our dreams—glorious stuff, rich, fragrant and incredibly plummy. We admit now that our mouth was too full when we asked for the recipe, but we were overwrought and excited; anyhow, let bygones be bygones, they gave us the recipe for our customers.

The dear old housekeeper, with her ringlets and black taffeta, took us to the still room to show us how to make it, and told us fascinating things; how brown-shelled eggs are best, and how it is most auspicious to make such a cake when the moon is in its second quarter. That is why you so often see our chef on our roof in Piccadilly anxiously scanning the heavens on fine nights.

Turtle Soup

When we speak of turtle soup, our voice becomes very tender—do not think us unmanly. We have in mind the spiced

turtle soup we make for those who feast regally. As you gaze into its depths, you see luscious calipee and morsels of calipash gleaming darkly through the soup that is so rich and yet so wondrous clear. Then there is our special turtle soup, cleared of all heaviness and fat, that brings roses back to the cheeks of delicate people.

Once a rival, maddened by jealousy, came and spoke lightly of our turtle soup. We killed him. It was wrong of us, for we held no game license that season, but it shows we are not unmanly.

Cakes

We have these cakes made at a little rose-covered country house, by people steeped in the sweet lore of home-made cake-craft. We will not even let them come to London for a holiday, for fear they should be contaminated by modern methods. So there they bide, unhurried and at peace, with bowls of rosewater at their elbows, and little sprigs of rosemary and great crocks of buttermilk, making glorious cakes full of the goodness that is England.

Could such cakes as these be made within earshot of a London motor-bus? We trow not.

A Cheese

There is in England one incomparable herd of glossy little Guernsey cows that give milk that is about one-third cream. It is from this wonderful herd that we obtain our butter. That is why there is no mistaking its golden charm.

With all humility, we say there are few, if any, cheeses as good as ours to be obtained in England. For many years we have obtained them from the same prize dairy. We have kept a few of last year's Cheddars for those who love the ripe splendour of well matured cheese.

Do not be misguided by the mirthless Stiltons made in hissing factories by pale youths who cycle madly to the cinema when freedom hoots from the powerhouse.

Our real farm-house Stiltons will show you why the name is venerated by mankind. Each cheese is made in the homestead of a Leicestershire yeoman, from great pans of cream, and aprons full of cowslips for the coloring. When such cheeses

as these enter the dining rooms of clubs, the faces of brigadiers soften, and admirals give little plaintive cries of love.

Chinese Ginger

Fat-root ginger with its generous warmth curbed by sweetness. And then there is the syrup—lazy in its richness.

Ham

Deep-sheathed in ivory-white fat, and close set with rosy meat . . .

The eating of them makes a man realize how fond he is of *all* his relatives—well, *practically* all.

Bacon

When the fragrance of its frying rises through the area, passers-by give savage cries and rave at the railings. This is one of the disadvantages of living in town.

The fascination of our bacon lies in the secret manner of its curing. It is mellowed in the suave smoke of certain rare woods and old-world herbs. Bacon with meaning and beauty in every mouthful. Often we stand for hours before a side of our wonderful bacon, musing in deep reverie, and finding therein our greatest happiness.

Put life into your descriptions—life, and when possible, a smile. Give your reader something that will stir him out of his indifference, arouse his emotions. You never see "Standing Room Only!" signs in front of an art museum or a public library or a theater where educational films or travelogues are being shown. But just try to get into almost any good movie around eight o'clock of an evening! Why the difference? Because most people cultivate their intellects only under the lash. They revel in emotion at any and all times.

So give them a thrill! If you want to describe your mustard, weave it into a story. Tell how the girl planned this picnic lunch; of the loving care that went into every bit of it; the touch of this; the flavor of that; the delicious ham; the savory mustard; and then how the boy forgot them all just in the delight of being with her.

Tell about the man so poor he did not have a penny even to buy his boy the velocipede he had been begging Santa to bring him; so after the little tot had gone to bed, Dad sat down with his pocket knife and some old lumber and carved out a sort of wooden velocipede that not only delighted the boy's heart, but when shown to a toy manufacturer, put Daddy beyond the reach of want for the rest of his days.

Tell how the rubber tire owed its inception to the efforts of a young veterinary to make a more comfortable wheelchair for his invalid mother; how the first mowing machine consisted of a number of scissors with one side nailed to a board, the other connected to a string that opened and shut them. Get the story back of your product. Give your reader a laugh or a tear or a lump in his throat. Stir up his emotions! You will have no trouble interesting him then!

Compare the following letters, for instance. The first three are good, and they pulled a reasonable number of orders. They were successful, as letters go. But their appeal was solely to the intellect. Once we had tried the style outlined in the last four letters, we discarded the other kind entirely, for the emotional type tripled and quadrupled our returns.

Did You Ever Wish You Might Have, Always Ready,
A Real Authority On The Right Thing
To Do In All Circumstances?

DEAR READER:

At dinners, at dances, as house-guests, or in public, **people judge** us by what we do and say. They see in our manners the quality of our breeding. They credit us with as much refinement and cultivation as our manners indicate . . . no more.

Oftentimes, because they are not quite sure what is the correct thing to do, people commit impulsive blunders that make them embarrassed, humiliated. They know that those around them are misjudging **them**, **underestimating** them. It is then they realize most keenly **the** need of having ready at hand a

real authority on the right thing to do in any and all circumstances.

What, for instance, would you regard as the correct answers to these questions:

- 1—What are the two most important rules in table manners?
- 2—How do you introduce one person to a group of people?
- 3—What is the correct seating of two husbands and wives at the theater?—at a dinner?
- 4—Who should make the first move to leave after a dinner party?

With the assistance of prominent New York and Washington women, as well as frequent reference to the standard books on etiquette, a booklet has been prepared that gives authoritative answers to the questions most often asked. In this one handy booklet, you get the few essential rules of good manners, the answers to the ever-present question of what to do and how.

Printed in a size that can readily be carried in the purse and referred to secretly at any time, this booklet will save many an embarrassing moment. Yet it is FREE! The enclosed Card will bring you a copy, without cost and without obligation.

Frankly, we want to send this little book to you just to get the opportunity to show you—at our risk and expense—fourteen lovely Everyday Remembrance Cards that are as quaint and unusual as they are cheery and friendly.

You see, up here in the Foothills of the Berkshires, there's a little group who try to create each year for discriminating folks like you, a few distinctive Everyday Remembrance Cards that breathe the very spirit of friendliness and cheer.

With paint brushes daubed in all the softness and delicacy of sky and flowers and fern—soft blues and greens, silvers and golds, pinks and lavenders and grays—working on the newest papers, they have this year worked out a harmony of design and coloring that our friends tell us is unsurpassed.

And on these rare, distinctive cards we put cheery, friendly greetings—some warm-hearted for old friends, others more formal for newer ones. The verses, chosen from the best sub-

mitted by the most successful writers in the country, tell your friends you are remembering them in a way they will appreciate.

Will you examine these quaint, bright, colorful messengers of good will—if I send them to you free—to be returned at my expense if they don't happen to be exactly what you are looking for? Will you look over the fourteen lovely folders we are showing for 19—, and of which we are justly proud?

Mind you, there'll be no obligation for you to keep them. You can send them back for any reason or no reason—and owe us nothing. Yet the etiquette booklet by recognized authorities will be yours to keep regardless.

Appreciatively,

The Bible Needs Only 118 Words to Convey 62%

Of Its Meaning: How Many Can You Use Correctly?

DEAR READER:

The Reverend J. Knowles of London listed the first 100,000 words in the Bible and found that 118 simple words are used so often that they comprise 62,456 of the first 100,000: In other words, a child or a foreigner who knew only these 118 words could still read 62% of the Bible text.

Sounds unbelievable, doesn't it, but Clement Wood made a similar experiment with a Buffalo Sunday newspaper, listing some 43,000 words, and found that anyone who knew only two or three hundred commonly used words would be familiar with 90% of our spoken and written language.

There are 450,000 words in the English language, and educated people have a vocabulary running into the thousands, but the spoken language of the street and the marts of trade is so limited that anyone familiar with two or three hundred commonly used words can understand nine-tenths of all that is said, and can probably make a good guess at the other tenth.

How important it is, then, that we should know how to use those two or three hundred correctly, and especially the hundred and eighteen that comprise 62% of all English usage.

If there is one failing more than another which makes people look down on us, it is using incorrect English. You may be a genius, you may be worth millions, but if when you open your

mouth you don't know how to talk correctly, everyone who listens to you will do so with a sort of good-natured contempt, and will repeat your mistakes with gusto behind your back.

With my compliments, I am going to send you a little book that lists the mistakes most commonly made in everyday speaking and writing. It points out all the little things to watch for, the errors that so often creep into our talk through carelessness, the pronunciations that distinguish the cultured man or woman from those of little education.

I am going to send this little book to you, without cost or obligation of any kind, just to get you to examine and give me your opinion of, etc.

Desperate Desmond
Just *Dich't* Know.

Desmond was desperate because here it was just a little while until Christmas, and he hadn't sent any Christmas Greeting to rich Aunt Mariah, or a card to Cousin Sue, or even found time to pick out suitable Gift Cards to put with his packages to Mother and Dad and the Girl-of-his-Dreams.

He wanted to send friendly greetings to lots of folks—greetings that would look like a million dollars but cost only a few cents . . . and Gift Cards that would make his loved ones say—

“Good old Desmond: You certainly rang the bell this Christmas. The cutest little trick on our tree was your present, with that ducky little Gift Card.”

But, Desperate Desmond abhorred crowds. He disliked pushing his way through the jam to the Greeting Card counters. So he buried his head in his hands in despair. But just then a kind friend thrust into one of those hands a Postage Paid Reply Card like the one enclosed. And Desperate Desmond's problem was solved!

For this card brings to you, postpaid, for FREE EXAMINATION right in your own home or office, a box of Christmas Greetings that for quaintness of design and loveliness of color have seldom been equalled. Printed on exquisite papers, in rare and unusual designs, they breathe a friendliness and cheer that is the very spirit of Christmas. There are 14 Greetings in all, re-

produced on sparkling papers of shiny sheen or velvety softness, with envelopes to match.

BUT HERE'S THE MOST IMPORTANT PART: YOU need send no money, obligate yourself in no way. The enclosed card will bring you these 14 lovely Greetings at our risk and expense for FREE EXAMINATION.

It does save us time and trouble, however, when payment accompanies the card, so if you will like to send \$1 in full payment with the card, we will show our appreciation by including —FREE—12 quaint Gift Cards like the one attached to this letter, with envelopes to match. You get your \$1 back at once if you return the Greetings, but you can still keep these 12 Gift Cards with our compliments.

It's come to be the custom nowadays to send quaint Gift Cards like these with presents of flowers, candy, books, and the like, instead of the formal visiting cards. But whether you want the Gift Cards or not, mail the Postage Paid Reply Card now, so you'll never be in Desperate Desmond's plight.

Sincerely,

"TELL HIM NOW — says

The Popular *Mayor* of New York.

DEAR CUSTOMER:

One of the favorite sayings of the popular Mayor of New York is that the time to show your liking for your friends and your appreciation of them is NOW—while they *can* enjoy it. He is fond of quoting this bit of verse:

"If with pleasure you are viewing anything a man is
doing,
If you prize him, if you love him, tell him now.
Don't withhold your approbation till the parson makes
oration
And he lies with many lilies on his brow.
If you think some praise is due him, now's the time to
pass it to him."

You have lots of friends whom you'd like to tell how much **you** think of them, but you find it embarrassing sometimes, difficult at all times. Well, here's a graceful way to do it.

Use the 15 delightful and distinctive Christmas Greetings you sent for, and that we are mailing to you herewith, to tell your friends—"I am thinking of you." That is what they really want to know—that you are bearing them in mind, wishing them well, looking forward with eagerness to your next meeting. Few gifts can be compared in value to that simple message, for friendship, like all things else, grows dull and tarnished with disuse.

You know how often you have planned to show your friends—some day—how much you think of them. You know how many times you have thought to yourself what great things you would do for them—when your ship comes in. But in the meantime, do you always take advantage of the little things you can do to **keep** those friendships green?

There is an old legend to the effect that those who share their blessings at Christmas will live to see them multiplied throughout the New Year, and returned to them increased an hundred-fold. Here in the enclosed happy greetings are the seeds of good-will and happiness for others. Sow them, and you can look to reap for yourself an abundant harvest throughout next year, for there is no truer saying in the Scriptures than that "Everything increases after its kind."

This Christmas even more than usual, a friendly cheery greeting will mean a lot to everyone you know. So give those greetings freely. Give the, etc.

DEAR CUSTOMER,

Do you ever long wistfully for the Christmas mornings you knew as a youngster, when you bounced out of bed at the first streak of dawn to see what Santa Claus had left in your stocking?

No such thrills nowadays, you say. Perhaps not—and yet, isn't it possible to get even more joy out of Christmas today by first **GIVING** it to your friends?

Carlyle used to say, you remember, that "the wealth of a man is the number of people he loves and blesses, that he is loved and blessed by." And your wealth of happiness on Christmas morning may well be measured by the number of people to whom you have brought joy in one way or another.

It doesn't need expensive presents to do that. One kind

word or greeting may often bring more real happiness than the most expensive present. As the poet put it—

"We never know
How far kind words may go.
There is no way to measure
Friendly smiles. They carry treasures
Of courage, faith, and love of man.
And we may watch them grow
Until their warmth
Unfolds a multitude; returns to bless
The giver too with bread of happiness."

Cast your bread upon the waters. Send out your seeds of happiness. You have the means in those 15 friendly, cheery Christmas Greeting Cards we sent you a short time ago. Etc.

"I Shall Not Pass This Way But Once. . . .

Any Kindness That I Can Do, Let Me Do It Now:"

DEAR CUSTOMER:

In the rush and excitement of these hectic days, we are likely to forget the little niceties of life. Birthdays, anniversaries, Easter greetings, and the like probably seem unimportant in the light of the great events going on all about us today.

And yet, it is these little remembrances that keep friendships green, that revive and enrich our choicest contacts. For what is friendship but communion between kindred souls, a sharing of joys and experiences.

To be remembered by a friend is always pleasant, but never more so than on some joyous occasion like a happy anniversary or birthday or holiday season.

And of all ways to recall yourself to your absent friends, none is more pleasant or easier than sending a lovely "Remembrance" card like one of the fourteen enclosed for birthday greetings, for anniversary, or other special occasion. They are not merely cheery and good to look at, but they carry warm-hearted greetings that any friend will welcome.

Just your name on the enclosed payment form, with your check or a \$1 bill, makes these fourteen lovely cards your own—fourteen ways of carrying joy and happy greeting to the hearts of your friends.

Yours for more friends and closer ones,

I Hold The Secret of Friendship. Here is The Way
A Famous American Laid The Foundations For Greatness:

DEAR CUSTOMER:

You know—it's a strange thing—but some things we all like new, and other things we like a bit old, mellowed by time, ripened by pleasant contacts and perfected by experience.

Among these latter are our friendships. “. . . Old wood best to burn, old wine to drink, old friends to trust, and old authors to read.”

But you are a rare and resourceful person if you are as good at holding friends as at making them. For the keeping of friends is an art. You are naturally at your best when meeting new people, but turning them into friends and holding on to them through the years is something else again.

Do you know what was Benjamin Franklin's chief characteristic? It was his ability to make and **HOLD** friends. It was this ability that made him one of the most influential men of his time, alike with kings and commoners.

That same ability today is said to account for the rise of some of our most popular politicians. It is back of many a business and social success. And the secret of it lies in **BEING** friendly, in letting your friends **KNOW** you are thinking of them—friendly thoughts, kindly thoughts.

You see, it doesn't matter how many times you may *think* of someone—it is the one time you send an actual *message* to him that counts. Few can read your mind, but all can read a birthday or Easter or Anniversary greeting, all can appreciate a "Get Well" message or a greeting upon other special occasions.

The enclosed card will bring you—for **FREE EXAMINATION**—15 cheery, pleasant greetings. Here are Remembrance Folders for every occasion, messages of cheer that friends will remember and treasure. Here are cards as artistic as they are beautiful, printed in soft, warm colors on rich, satin-stripe paper, or rose plate finish, or the new Mica cross-stitch paper, in distinctive and exclusive designs.

The envelopes, with their modern silhouettes and dainty decorations, make a fitting frame for each beautiful folder. And

as a final touch, the sentiments printed in each have that just-right atmosphere of cheery friendliness and regard.

With your permission, I am going to send you, etc.

The Things They Couldn't Say—They Have Prompted The *Sending Of Such Messages As These For Centuries.*

DEAR CUSTOMER:

Have you ever tried to lighten the burden of sorrow for some bereaved friend by an expression of sympathy, and found yourself at a loss for words?

Have you ever tried to tell someone of your regard for him, and found yourself tongue-tied?

Have you ever neglected to keep in touch with old friends and then tried to make up for it in one great outpouring?

If you have had any of these experiences, you will remember how miserable and futile you felt, *when the right words refused to come.*

The occasions when you need to express your feelings are not limited to painful crises. Often it is pleasurable greetings you want to send—admiration or gratitude or congratulations or just good wishes. Such occasions are constantly coming up.

You can't **ESCAPE** them. But you can be **PREPARED** for them. You can keep the fifteen lovely folders enclosed, to send in a friendly, cheery way, your greetings for birthday, your hope for speedy recovery from sickness, your good wishes for every occasion.

Here in one handy container are fifteen joyous, pleasant greetings. Here are remembrances that friends will treasure. Here are folders as artistic as they are beautiful. Printed in soft, warm colors, on rich, expensive papers, the designs are as distinctive as the drawings are beautiful.

Just glance over them yourself and see what pleasant, friendly reminders they make. You know how often you have intended to drop a line of cheer to some friend in sickness, or a word of congratulation or good wishes on special occasions. But it is such an effort to sit down to write a letter, and it entails so many explanations as to why you have not written before. So you let the opportunity slip by.

46 WORD PICTURES THAT MAKE PEOPLE BUY

Here is an easy, tactful way to bridge such gaps. Here is how you can tell your friends—"I am thinking of you, sending you my regard, wishing you well." A hundred kindly thoughts will not register like one such actual message.

You'd cheerfully pay many dollars to insure the continued regard of any good friend. Will you risk \$1 to bring happiness and cheer into the lives of those you love, through the messages of good will enclosed?

Just your name and address on the enclosed payment blank, with \$1 check, money order, or cash, will pay in full for these fifteen beautiful remembrances. You have more friends than that—more occasions than one on which you want to send them friendly greetings—so why not enclose another \$1 and get an extra box?

Enclosed is an addressed envelope for your convenience. Will you use it now—TODAY? Thank you.

Appreciatively,

V

Motives That Make People Buy

MOST PEOPLE are like automobiles. They can be pushed or pulled along, or they can be moved to action by starting their own motive power from within. In either case, you must provide the fuel. And the only fuel that will start the sort of action from within you want is *desire*. Arousing that desire in your reader is known as the gentle art of exercising persuasion.

What is persuasion? Nothing but finding the motive that will impel your reader to do as you wish, then stirring it to the point where it is stronger than his inertia, or his economical tendencies.

To do that, you must show how he is going to benefit, and you cannot do it unless you have the faculty of putting yourself in his place. Would you be richer, healthier, happier for having done the thing you ask? Would it help your standing with others? Would it enable you to do anything, write anything, say anything better than you could before? Is it something every one should have? Would it gratify any passion? Would it enable you to help those you love? Would it prevent loss of money or of the respect of others?

Only the new letter writer selects the arguments that are nearest to hand—the viewpoints that appeal to his own selfish interests. The experienced writer asks himself such ques-

tions as those above, then picks the motive that is strongest, and presents it from the viewpoint of the reader alone. He shows what it will do for the reader, what it will add to his prestige, to his power, to his comfort, to the well-being of those he loves.

Description of your product is necessary. But description, no matter how interestingly done, will never sell your product by the thousands. It is what it will do for the one who buys it that counts!

There are six prime motives of human action: love, gain, duty, pride, self-indulgence and self-preservation. And frequently they are so mixed together that it is hard to tell which to work on more strongly. A man may want a new car, for instance, solely from a feeling of pride in its fine appearance, but unless money is a matter of no moment to him, pride alone will seldom make him buy.

To make that motive of pride so strong as to sweep caution to the winds, you must reinforce it with a touch of self-indulgence, a measure of love and duty for wife and family, and a large dash of gain. Show how the old car hurts his standing, how repair bills and higher gas and oil consumption eat into the difference in price, how he can effect some saving now that will not be possible a month or a year later.

The more motives you can appeal to, of course, the more successful you will be, but it is important that you differentiate between the motive that makes him desire a thing and the one that impels him to take the action you desire, for the whole purpose of your letter is to make your reader act as you wish him to. He may not want to pay a bill, for instance. He may need the money badly for himself, and all his inclinations may be toward keeping it in his pocket. But if you can "sell" him the idea that his credit means more to him than the possession of that money or anything it can buy him, you have touched the right motive.

What has he to gain by doing as you wish? **What** to lose by refusing?

"If someone were to make your boy a thief . . . ," read a National Cash Register Company letter. "Feeling as you do about your own boy, is it right to put temptation in the way of other men's boys?"

Love and pride and duty all are intermingled there, with the added inducement of gain implied—of saving the losses from petty thefts and the like. But love is the dominant motive.

Love is always the strongest motive. You have but to read the papers to see how men are every day giving everything they have for it—riches and honor, life itself. Yet love is one of the most difficult motives to work into a letter effectively. Because it is so universal, it has been harped upon to such an extent that the letter writer has to be more adroit in its use than with any other motive.

Gain, now; that is easy. True, it has been worked to death, too, but we are a gullible race, and we are much more ready to believe that some one is unselfishly interested in helping us to make or save money than that he will go out of his way to further the well-being of those near and dear to us. Tell a man, for instance, that you have only two cars left in stock, or ten suits in his size, or a hundred sets of books, and when the new stock comes in the price will be advanced 25 per cent, but since he is an old customer you are holding one of these for him at the old price, and he will believe you. But try to tell the same man that your only reason for trying to sell the *Book of Knowledge* or the *Junior Classics* is your ardent love for and interest in the well-being of children, and he will laugh at you. He may buy these books if the good they will do his children is adroitly presented to him, but he resents having his love for them used **as** a leverage to dig money out of him for you.

Here is a skillful appeal to pride that was used with great success in the days before the automobile had crowded the horse and buggy off the road, and that can still be adapted to many another product just as successfully:

Mr. John Jones,
Jonesboro, N. C.

DEAR SIR:

Mr. Smith, our factory manager, just came in with your inquiry of Jen. 1st. He read it to me and said:

"You remember Mr. Jones, don't you? He stands pretty high over there in Jonesboro where he lives—lots of folks know him. If Mr. Jones could drive one of our buggies around and tell his friends and neighbors who made it and how well satisfied he is with it, we could sell a lot more buggies in that neighborhood this coming year."

Then he suggested an idea which I know will please you immensely, Mr. Jones. Here it is:

I am having made to order for my own personal use just about the finest buggy that money can buy. Here's a blueprint of it. See the extra strength I've built into the wheels. Note the triple ply springs that make riding easier. Mr. Smith just said: "Mr. Jones would surely be delighted with a buggy like yours. Why don't you offer him this one? You can make another for yourself."

He thinks that if I send you my built-to-order buggy, you as a man who knows buggies, who knows what materials and finish ought to go into good buggies, will surely be pleased with it and certainly be envied by friends and acquaintances of yours who will see and admire my buggy when you drive it. I know Smith is right. So I've decided to act on his suggestion and let you have the buggy I've taken such great personal pride in designing.

Now, Mr. Jones, if an extra-fine buggy--one built specially to order for the President of the Columbus Buggy Co. would interest you—if such a buggy, with its longer wear and smarter appearance, would be worth a few dollars more to you—if you'd like to drive a buggy you'll be proud of all your life, just fill out the

attached form, send it back by return mail, and I'll ship you a buggy like mine at once, or if you say so, I'll send you the buggy now being made for me, and make another like it for myself.

Here is another approach, but still appealing to the **pride** motive:

Of course, clothes don't make the man. But you know yourself how helpful they are in getting him a hearing.

It is likely that one of the Rockefellers or Astors could wear any kind of clothes and not suffer particular loss of prestige if the suit happened to be shabby or a misfit.

But most of us have to be a bit more careful. Aside from what our friends might think of us, we don't feel right ourselves unless we have the consciousness of being well-groomed.

Then here are appeals to different motives:

Through a fortunate purchase of fine wool, we are able to offer this MacCarden Motor Robe at a special low price of **\$9.85**—about **\$5** or **\$6** less than you would expect to pay for a good robe in a retail store. We have been notified, however, that future wool will cost us much more; and we cannot hope to continue the **\$9.85** price when our present supply is gone.

Just glance over the enclosed folder and think for one moment of the absorbing, fascinating story that goes with it—education in the highest sense, entertainment in the most educational sense. People who have read this new, finally revised edition of this great history are saying that it has done more for them than a College education. A College education costs you probably \$5,000 and four years of your life. This wonderful work is sent to you on approval, and you will read the books as absorbedly, as quickly, as so many novels.

One of the oldest firms in the rubber business—a factory which makes tires that are as good as any in the world—wants to see if car owners will buy their tires “direct” if he will sell to them at just about the price dealers now pay.

This tire manufacturer knows that such a saving can be made if a lot of unnecessary selling expense and middlemen's profits are wiped out. So he's going to test out the motoring public by offering the very best tires he makes *direct* to car owners through our selling organization which operates by mail all over the country.

And to quickly find out if men really want to save 25% on the best tires that can be made, he is having us rush out this August letter to a few selected car owners.

We have just 790 of these double-texture, all wool Great-coats to sell at this low price. When they are gone, your chalice to save on your Winter Ulster will go with them. But while these 790 last, you can get as perfect-fitting, as good-looking, as fine-quality a **Winter Overcoat** as ever you would want to wear, at an almost unheard-of bargain.

As Resident Buyers for a number of out-of-town stores, we are making the rounds of the manufacturers every day, and whenever they bring out some "special," whenever they close out some small lot, whenever they finish copying some designer's model-gown, *we get it!*

You know yourself what bargains you can pick up even in the stores just by shopping around. Imagine, then, what we can do when we are daily shopping among the manufacturers themselves. A fourth off, a third off, even a half off the regular wholesale price is nothing unusual, for manufacturers have no time to bother with these small lots, and they give them to us at practically our own price.

The result is that we can offer you some of the season's loveliest and most distinctive **models**, in all sizes, in the most fashionable colors and materials, *at actually less than their regular wholesale prices!*

Nearly every man can look back—and not so far back with most of us—and recall cases where some little slip lost him opportunity or prestige, cost him the favor of someone whose

good opinion he valued, turned what might have been a valuable friendship into enmity or indifference.

But there is no need to lose more such opportunities. For just as a physician may read medicine, just as a lawyer may read law, just so may you now read the science of culture—that science of good breeding which includes etiquette but yet is above and beyond all etiquette.

One of the best opportunities for the use of persuasion is in collection letters. As a matter of fact, it is our opinion that there are only two ways to collect old accounts. The first is persuasion. The second is the threat of court action or loss of credit standing.

Our own idea is that the most effective collection series is one that alternates these two. When you send out a strong threat you frighten a certain number of delinquents into paying, but you make the others so mad they swear they will never pay. Send another threat on top of that and you just make them madder. But use persuasion and you smooth down their fur, get a number of payments, and have things all set for another effective threat.

Here are a few samples of persuasive collection letters:

You remember how Abraham Lincoln walked many weary miles from the grocery store where he earned a mere pittance, in order to bring to a poor old woman the few cents change she had forgotten and left on the counter.

And how Mark Twain, because his name happened to be associated with that of an unsuccessful company, took all its heavy debts upon himself, and, though an old man, paid every one.

It is this "I-will-owe-no-man.a.penny^v" spirit that builds up and strengthens self-respect and personal integrity—and makes a credit reputation that bulwarks a man in time of need. It is because we find just such good old-fashioned honesty as this in 99% of the folks with whom we do business, that we feel sure of the payment of your account, even though it has been neglected recently.

Unless you have conducted a similar business, you can hardly conceive of the mass of detail involved in handling many thousands of these \$1 and \$2 accounts. The difference between profit and loss on such a business depends upon the promptness of collections more than on any other one thing.

I know you will not consciously be instrumental in working a hardship on any concern with which you do business, and I am quite sure that when you see your failure to remit promptly is doing just that, you will send me a check by return mail.

Back in the Stone Age, records were carved on a stone slab. When the debt was due, Mr. Creditor presented the account in a very polite fashion—holding the slab in one hand while in the other he carried his stone mallet. The debtor had no alternative.

Then civilization moved on until the debtor's prison was the deciding factor as to whether a debtor would pay or not. But now it is a different proposition—credit. Every kind of business, large or small, must build its foundation on its credit standing. Concerns liquidating their obligations at maturity build their credit standing to the highest point attainable, while those who allow their obligations to run along month after month without payment, decrease their credit standing until it is nearly obliterated.

Again, as perhaps in your case, there is the business man who is too busy with matters of more importance, and the work of looking after his financial and accounting details is delegated to some other person who lets these important factors ride without considering the detrimental effect they have on your credit standing.

Your name in red ink on our records is something we want to avoid. You do, too, I am sure. Here is the way the account now stands:

John Johnson—Bills Receivable—\$25.00

But unless we receive a check by the 17th, here is the way our bookkeeping department will have to enter it.

(Red Ink) John Johnson—Account Overdue—\$25.00

The bad feature about this entry is the effect it has on our credit man, and the credit men of all the other stores that be-

long to our Association. But then your check before the 17th prevents all this.

The records in the case show that your account has been PAST DUE for 90 days, and that you have failed to return the goods or make payment, or to advise the Blank Company of cause for delay. The records also show that though written repeatedly, you have shown no inclination to liquidate your indebtedness. You have COMPELLED them to turn the account over to the Legal Department to take such action as may protect the interests of the company.

That you may be fully cognizant of the law, I wish to advise you that obtaining goods with an intent to defraud constitutes a criminal act and if such fraud is proved, the person committing it is liable to imprisonment.

Your case is now on the records of the Legal Department, and will come up for attention in one week unless you make remittance to the Blank Company.

It is to be hoped you will, for your own protection, make payment if you desire to avoid the annoyance, publicity, and cost of a lawsuit. You remember a famous English Jurist is reported to have said that if a man claimed the coat on his back, and threatened to sue him for it, he'd give him the coat rather than risk losing his waistcoat, too, in defending the lawsuit.

If that is true when you are in the right, how much more true it must be when the facts are so strongly against you as in the present case!

Summed up, arousing the right motive comes down to making the reader want what you have to offer, whether that be merchandise or money or credit or merely a clean bill of health—not merely for what it is, but for *what* it *will* do *for* him!

When you can get him thinking along those lines, when you can bring home to him the advantages that will accrue to him from doing as you wish, in so effective a way that he wants these more than anything or any trouble they may cost him, then you can feel that you have demonstrated the gentle art of exercising persuasion.

VI

The Proof of the Pudding

OUT IN A LITTLE TOWN in northwestern Pennsylvania is a mail order house that built a business from scratch to over a million dollars a year on one basis only — proof.

They described their products to the best of their ability, they followed the usual rules of attention and interest, but for their main argument they used proof.

One of their most effective letters read:

When 10,000 men from all over the country send all the way out here just to get a raincoat, there must be something unusual about these coats. And when a man like John Jones of such and such a street in your town [and here they gave the name of an actual buyer in the town, frequently a man whose name was well known] not only sends for a Blank Coat, but is so well pleased with it that he writes: "Your Blank Coat is not only the finest quality and the best fit I have had in a coat for a long time, but an unusual value. I haven't been able to find its equal in our local stores at twice the price."

When thousands of well-dressed business and professional men from all over the country write us letters like that, and when more than a dozen of your own fellow townsmen have sent for this same coat, and liked it so well that they gladly sent up \$14.65 for it and felt that they were saving \$10 to \$15 each when they did it—don't you think it would be worth your while to at least look at so unusual a value, especially when the enclosed card will bring one to you in your exact size without one penny of cost or one bit of obligation?

In the beginning, of course, it was more difficult. They had no ten thousand customers to refer to. So at the start they depended for their proof upon the "free-examination, no-money-until-you-have-tried-it-for-a-week" plan. That helped to establish confidence. And as fast as they got an order they did their utmost to turn it into a satisfied customer from whom they could get a testimonial. The testimonials were bait, and with them they tempted every man in the town or state where the writer lived.

That the idea was sound was proved by the results. Tucked away off in a corner of Pennsylvania, in a town no one had ever heard of, without capital, without special advantages of any kind, they built their business to a volume of over a million dollars. Why? Because statements that, coming from themselves, would have been laughed at, were accepted at face value when they came from the mouths of their customers.

Perhaps even this alone might not have been convincing had they not backed up these statements with the "free-examination, no-money-until-you-have-tried-it-for-a-week" idea, which showed that they not only believed the statements to be true, but had every confidence in the ability of the goods to back them up.

Every sales letter must have argument or proof of some kind, but all the argument in the world is not equal to proof such as this: "You know Jim Jones, who lives over on Vesey Street, a few blocks from you. Here is what he says . . . But we don't ask you to take his word for it. We don't ask you to believe even such men as this Senator, and that Congressman, and a nationally known banker or lawyer or what-not. Try it for yourself and see! The enclosed card brings it to you without cost and without obligation, for a week's *free* tryout."

What is it that sells patent medicines by the millions every

year? What is it that makes men swallow gallons of nasty, unpalatable nostrums, pounds of seaweed, and vitamins and minerals put up in all manner of forms? *Proof!* A man describes your symptoms with such exactitude that you think he must have taken a look down your epiglottis, then assures you that one dose or a dozen pills or whatnot relieved him of every trace of his ailment.

What is there for you to do but to try some of the same? If the remedy was so efficacious with him, you naturally reason it will not do any harm to try a little of it yourself. And so the sales go on.

We are a credulous people, but we have become so accustomed to hearing everyone claim that his product is the best in the world, or the cheapest, that we take all such statements with a grain of salt. Let some third person make the statement, however, apparently from excess of enthusiasm over the wonderful value or service he has received, and we prick up our ears. Let that statement be backed by positive proof and we are ready to risk our money.

For that reason, it usually pays to put a testimonial into every letter you write. I know one unusually successful mail order man who will not let even a collection letter go out of his house without a testimonial in it. And I believe he is right. For why doesn't your customer pay his bill? Frequently because he is not satisfied with your product, not quite sold on the idea that it gives as good value for the money as he had expected. More than anyone else, he needs to be convinced of this, and what surer way to convince him than through the mouth of someone who has used the product?

True, testimonials are in rather bad odor of late, owing to the way advertisers have run after celebrities and bought their endorsement of everything from chewing gum to pajamas. But there never will be a time when a testimonial that has the ring of truth about it will not be a potent factor in dispelling doubt in the mind of a hesitant customer.

VII

Supplying That Impulse

WATCH THE CROWD in front of a sideshow. At just the critical moment in the barker's talk, his assistants on the outside of the crowd start a general push forward toward the ticket window.

In every sale, whether in person or by mail, there comes that same critical moment. Your prospective customer is almost convinced. You have his attention, you have aroused his interest, you have just about persuaded him that he must have the thing you are offering, you have proved to him beyond question that it is the best or the cheapest; but he is not quite ready to sign on the dotted line. Caution, inertia, call it what you will, urges him to hold back. Desire, the appeal of a bargain, is goading him on. He is hesitating, teetering, first this way and then that. Too much urging will make him draw back. Too little will leave him where he is. What are you to do?

Give him a push without seeming to do so. Like the circus barker's assistants, supply the impulse that will make it easier for him to go forward with the crowd than to stand still or draw back. How are you to do it?

You already know the motive it is necessary to arouse to make your sale, so look for some easy preliminary task on which you can set that motive busy. Then see if you can make it easier for your customer, already started, to keep

going forward than to stop and turn around and go back.

In personal selling you find examples of this every day. What does an automobile advertisement try to make you do? Buy a car? Not at all! "Come and look at our beautiful new models" —that's all. "No obligation whatever. It will be a pleasure to show them to you."

You go, and what happens? Does the salesman urge you to buy? No, indeed! He shows you around most readily, notes the car you like, gets you to sit in it, try the hydramatic drive, to sense all the comfort and luxury of the car. Then he asks if you would like to drive it out to the country next Sunday — "just to see how beautifully it runs." He has it in front of your house at the appointed time or a little before. He gives up the driver's seat to you at once. He says nothing about a sale — just calls your attention to the gentle purr of the motor, to the way it breasts the hills, to this little comfort and that knickknack. And when he gets you back to your door, he gently insinuates: "Now, what time shall I send it around tomorrow," or "Well, let's take a look at the old car now, and see how much we could allow on it." And almost before you know it, you have a new car.

That is salesmanship. And that is the sort of salesmanship you must put into every letter. Just remember that nearly every man balks at making a decision that is going to cost him money. He wants time to think it over. He hates to commit himself definitely. So humor him. Tell him frankly: "Don't decide now. Plenty of time for that later. Just fill in your height, your weight, and your collar size on the enclosed card, and we'll send you a Keepdry Coat in your exact size. Try it out. Wear it for a week. Take it down town and compare it with anything you can find in your local stores. Then decide."

Don't you see how much easier that is? Nothing to worry about, no decision to make—just take a look at the coat when

it comes. If it fits nicely and you like it, wear it down town and compare it for value with coats in the stores there. After all, there is nothing final about it. If you change your mind, you can easily send it back.

But when the coat comes, what happens? You may be away, or the weather is warm, so you do not wear it. And it lies around the house for a week or two. Then along comes a bill. My, you will have to get at that coat and try it! You get it out. You are reasonably well pleased. You wear it a few times and get some spots on it. Seems a shame to send it back then, and anyhow, many of those who bought it said they could not equal it at twice the price. Of course, you have not had the time or energy to go in and compare prices yourself. Oh, well, it's a pretty good bargain, and too darned much trouble to send back now whether it is or not. Box it came in is probably thrown away. And so another sale is made. Not just the best kind of sale, of course, but probably the average sale.

Certain it is that the same principle holds true of almost any kind of selling. A friend of ours, for instance, sold yachts, some of them priced at over a million dollars. Do you suppose he went or wrote to his prospects and said: "See here, old man, that yacht of yours is getting a little down at heel. The mud guards are scratched and the upholstery is getting moth-eaten, and as for the engine—it's so wheezy that when you start from the float, every old tub around ups anchor and poles away, for fear you will bust and spread yourself over the landscape before you reach Hoboken. Honest, pardner, the original Model T Ford couldn't rattle worse than that contraption you call a yacht. Better let me enter your order for a real boat, old scout. Now how about it?"

This man was instrumental in selling more than \$25,000,000 worth of yachts, but I do not think any of them were sold in just that way. No, indeed. When a man got on his

prospect list, nothing crude like that ever happened to him. He received some interesting little circulars showing pictures of the latest in yachts, with just an adroit suggestion of how fine it would be to forget the office for a few weeks or months, forget the work-a-day world, and go cruising through the Caribbean, or around the South Sea Islands, or wherever life and adventure beckoned.

Then after a few of these, the first time a new and especially attractive boat was ready for its trial cruise Mr. Prospect received a special delivery letter or telegram somewhat along these lines: "New Asterbilt yacht ready for trial spin next Thursday, the 10th. Mr. Asterbilt is making up special party for a few pleasant hours on Sound and begs that you and Mrs. Prospect will honor him. Boat leaves Yacht Club dock at ten sharp. R. S. V. P."

Did Mr. Prospect answer? And especially Mrs. Prospect! I give you three guesses. And when they were safely aboard, along with a number of other "big business men"⁷ and their wives—mostly prospects like themselves—were things made comfortable for them? I'll say they were! It was perfect luxury afloat.

Nothing so gross as a salesman ever approached them on a trip like that. True, they were shown over the boat by *officials* of the company. And every point of interest was called to their attention, even as with the automobile salesman. They went through the salon, the cabins, even down to the engine room—so spick and span it would not have seemed out of place as an adjunct to a drawing room. They took the wheel a while, got the feel of the boat, began thinking of all the things they could do if they had one like it.

And just about then, along came one of these officials with a picture of the new boat they were building for Mr. Van Spifflingen—a very wonderful boat, but some people preferred a bit more speed, or more beam, or whatnot, and Mr.

Prospect had a chance to air his preference. And wasn't that peculiar, but they had a boat in the building with those very features. Here were the plans. And before he knew it, Mr. Prospect had signed on the dotted line and was now Mr. Customer, soon to take a party out on a trial spin on *his* boat.

Wherein is the difference? The yacht sale ran into bigger figures and employed a bit more finesse—that's all. In its essence, it was the circus barker and his helpers all over again. And though the method may vary, the psychology back of it is necessary in every sale that is made.

Particularly is this true of selling by mail. Why should you buy a coat from someone whom you have never seen when there is a perfectly good store a couple of blocks away where you can look over the stock of coats, try on as many as you like, and, if you fail to find one that fits you exactly, have one altered until it does? Why should you take the trouble and risk of sending for a coat by mail when it is so much easier to get one at home?

For two reasons only: first, because you are convinced that you save money by so doing. Second, and just as important, because the Pennsylvania mail order house makes it even easier for you to get its coat than to go to the neighborhood store. And the same principles apply to every sale made by mail. Just listen to these few typical examples of successful ways of "supplying that impulse."

Don't decide about buying now. You can do that later. Simply return the special FREE TRIAL card, and by return mail will come the Blank machine, all charges prepaid. Then, after 6 days' examination—after you have had plenty of chance to try it and prove it—if it is not all we say and more, send it back at our expense. We'll pay the charges both ways. Could we give you any stronger evidence of our faith in the Blank machine?

Let me just prove what it will mean to you. This will not entail the slightest obligation on your part. Fill out the card and mail it—that's all. We'll do the rest.

Figure it out for yourself—postage, express, delivery boys, delays, complaints—all the items your delivery service costs you.

Quite a sum, eh!

Now if you'll pick up that pencil you were figuring with a moment ago, and fill out the attached card, we'll tell you all about our motor trucks—how they are increasing efficiency and decreasing costs for people in your line of business, folks you know personally.

Just send the enclosed card today. It doesn't obligate you in the least. We are only too glad to thoroughly demonstrate. No harm done if you don't keep it.

Just fill out the enclosed slip and mail it, and the samples will be on the way in time to start this department with next Saturday's sale. Remember, you risk nothing—all you have to think about is your profit.

This puts you under not the slightest obligation. It simply gives us the chance to submit figures that you can check against the prices you have been paying—we're always glad to do that anyway, whether we get the particular job we figure on or not.

After a thorough examination and 10 days' trial, if you are convinced that you want an Excelle, you need send us only \$5 then, and the balance in conveniently arranged payments over the next nine months. But if you don't want to keep the Excelle, remember you can return it without question, for you are under no obligation in accepting this free-trial offer in this way.

This won't put you under the least obligation. If we can't show you that it is to your interest to take up this matter, it is

SUPPLYING THAT IMPULSE

our fault—not yours. Just mail the card and let us put the facts before you. You must wear the smile of satisfaction, or it's no sale. That's our guarantee on every machine. Can you ask more! On that understanding, will you mail the enclosed blank?

Take us at our word—put us to the test—give us an opportunity to prove our claims to you. Use the post card enclosed—fill it out and send it to us.

A modern and actual Aladdin's lamp lies in the return card attached. Rub it with your pencil and your wish for full and complete particulars without obligation will come true.

Remember, an order is simply an opportunity for the Blank to sell itself to you. There is no sale—no obligation to keep it—until you have used it in your own home for **30** days and are satisfied. Just let it show you what it can do.

John J. Jones, Chairman of the Board of the great Associated National Banks, was once asked how he managed to handle such an enormous volume of daily work demanding important executive decisions. "I never need to give more than one hour to the consideration of any question, however important," he answered, "because first, I get all the facts before me, and the time to decide is while the facts are fresh in mind."

Because you are likely to agree with Mr. Jones' sound conclusion, we are sending for your convenience a form on which to register your decision upon the important facts which this letter has placed before you. And there is a stamped, addressed envelope enclosed to bring it back to us, so that you may receive your first benefits from your decision without a minute's unnecessary delay.

Signing and sending the enclosed card puts the burden of proof upon us, and incurs no obligation.

I'm willing to do my part. Are you willing to put me to the test? Just fill in on the enclosed card the size tire your car takes—and watch results!

So don't file this away to think over. There's nothing to puzzle about, because you don't have to send one penny or promise anything, other than that if you don't like the Blank you will return it at the end of the week. That's easy, isn't it!

To prove it, all you have to do is fill in, sign, and mail the card. After 30 days, you can return the Blank if you want to. Try it out. Never mind what we say about the uses your clerks will get out of it—*find* out! It is easy. Just send the card.

Use this machine at our expense for ten days. If you like it, keep it. If not, send it back to us, freight collect.

This trial won't obligate you in any way, nor will it cost you a penny.

Will you check, on the enclosed card, the particular types of merchandise which would interest you most? In doing this, you will both acknowledge receipt of our catalog, and also enable us to keep you on the list for certain data of interest.

And remember, the book is free. To each of the first thousand manufacturers subscribing to the Blank Magazine, we will send a cloth-bound copy of this splendid 300-page book without charge. And even the magazine is no expense, for the \$2 you pay for it will come back to you many times over before you have read half of the 12 issues.

We enclose letter the Railway Company wrote us. Please return it in the enclosed stamped, addressed envelope, and tell us what you think of our plan.

Tucked away in the inside pages of this letter, you will find a convenient postcard. Your name and address on that card

will bring samples of Morco Flavors. These powerful, concentrated flavors possess three times the strength of ordinary extracts. You require only one-third the usual quantity. That's where the big saving comes in.

Take it home. Use the Quick-Lite 10 days. If you don't think it the most wonderful light you ever saw—if it isn't everything we claim it to be, just take it back to the dealer and he will refund your money. We give you this "10-day Visit" offer as an absolute guarantee of complete satisfaction. There are no strings to it. Buy a lamp. Use it 10 nights. If you don't want to keep it—if you would rather continue to use other means of lighting—take the Quick-Lite back to your dealer and get your money.

That's all you have to do—put your name on the enclosed card now, while this free 10-volume book offer is still open. We guarantee your satisfaction and delight. For if after receipt of books you are not more than pleased, send them back at our expense, and any money you may have paid will be returned at once.

Your reader, in short, is interested, but hasn't quite made up his mind. He balks at putting his name on the dotted line. "Some other time!" "Tomorrow!" That little word "Tomorrow"—"Mañana"—is said to have been the cause of the Spanish people's decline. Certainly it has cost many a salesman and salesletter writer his job, for more than all other causes put together, it has lost sales.

So do not give your prospect the chance to spring any "Mañana" on you. Beat him to it. Tell him not to decide now—*on* your main proposition. Instead, put his mind to working on some minor point—and you will find that a favorable decision on it will, in three cases out of four, carry the major proposition along with it!

VIII

How to Put a Hook into Your Letters

AS THE TAIL IS TO THE KITE, as the rudder is to the ship, so is the close to any important letter. It may be a perfectly good letter aside from that. It may fit right in with the reader's thoughts, it may win his interest, it may spur him to action, but if it does not tell him *what* to do, if it does not provide a penalty for his not doing it, your prospect will slip away from you like a fish off an unbarbed hook.

There is just one reason why anyone ever reads a letter you send him. He expects a reward. That is the key to holding his interest. All through your letter you keep leading him on, constantly feeding his interest, but always holding back something for the climax.

You come to it. You make your special offer. Your reader is impressed. He promises himself he will give it favorable consideration. But you do not want favorable consideration. You want an order or a payment. How are you going to get it? Start your impulse, as outlined in the last chapter. Good! But if that does not work, what then?

Provide a penalty!

There are only two reasons why your reader will do as you tell him to in your letter. The first is that you have made him want something so badly that of his own volition he reaches out for your order card to get it. The other is that you have aroused in him the fear that he will lose something worth while if he does not do as you say.

It may be a delinquent debtor in fear of court action or loss of credit standing. It may be a buyer fearing to lose his chance at a bargain. It may be the merchant fearing to lose your trade. It may be the ambitious youngster fearing to lose an opportunity for advancement. But unless your close can arouse in your reader the fear that he will lose something worth while if he does not do as you tell him, you will get no results.

So when you want to inspire fear, be *definite!* Be specific! If you are threatening suit, tell your reader that unless you have his remittance or a satisfactory explanation by a certain date, the account goes to your lawyer. If you are going to advance your price, and want to corral all the orders possible at the old figure, set a definite date for your advance. Or if you have only a few articles left, give the exact quantity. It carries conviction, as you can see from these two examples:

On the 1st of October, the rate of the Blank Magazine will go up to \$1 a line. If you place your order before the 30th, you can buy space to be used any time before January 1st at 75¢ a line. After the 30th, positively no orders will be accepted at less than \$1 a line. As a matter of fact, our circulation entitles us to \$1 a line right now.

Don't let this letter be covered up on your desk. Send the enclosed reservation right now, or instruct your advertising agent to reserve the space for you, and make sure of this big bargain.

Only 46 sets left! The success of our special offer surpassed all expectations. It will be necessary to issue another edition at once. The style of binding will be changed, but otherwise the two editions will be the same. As we don't want to carry two styles on hand, we are willing to let you have one of the remaining 46 sets at the old price, although the increased cost of paper, printing, and binding has forced us to raise the price of the new sets more than 50%!

Make your reader feel that this is his last chance—keep your penalty dangling before his mind's eye, the money-saving lost, the opportunity missed. Put into your close the fear of consequences.

Finally, tell him *what* to do. Don't leave it to him to decide. We are all mentally lazy, you know, so dictate his action for him—get your "suggester" to working on him. If he is to do certain things, describe them. Tell him to put his name on the enclosed card, stamp and mail, or pin his check or dollar bill to this letter and return in the enclosed envelope. Here is the way others have done it successfully:

"Now, what am I to do?" you ask. Simply send your order to me personally. Just say—"Make my suit as you agreed in your letter."

If you wish other samples or further information, we shall be more than glad to furnish them. But send your order first. Remember, we have material on hand sufficient for only 95 suits. While they last, you can get a made-to-measure, tailored-to-fit suit of our regular \$75 quality for only \$37.50. But to do so, you have to be prompt.

Don't send me any money after the 1st. If you do, it will surely be returned, unless you are willing to pay me the new price of \$50 a share instead of \$40.

I have some regard for the men who make inquiries when our project was young—before it fairly got under way. That is why I am including you in this offer—because you were one of our original inquirers.

Remember, no acceptance of your old price after the 1st. The stock is even now worth \$50.

Such wonderful opportunities will of course be snapped up quickly. Our doors will open at 9 o'clock Monday morning, and to have the widest range of selection, you should not put off your visit a moment later than absolutely necessary.

It was necessary to place this large order to secure the sets at the lowest possible figure. Knowing that the number would exceed our weekly sales, we decided to offer these extra sets to some of the ambitious young men who have been writing us.

If you will fill out the enclosed Scholarship Blank and mail it right away, we will send you one of these handsome sets FREE, express prepaid. But this offer must be accepted before the 30th of this month. At the rate Scholarship Blanks are now coming in, it is more than likely that the available sets will all be gone by the 30th. It is necessary, therefore, that you send your application at once.

The demand has been large and there are only a few copies left—but one of them will be YOURS when you have O.K'd and mailed the enclosed card.

But you must act now. There are only 2700 copies of this book still on hand and no more can be printed at less than double the price. So pin your money to this letter and mail it today.

Remember, he who hesitates nowadays never gets a flash at fortune. The men who made millions in Texas oil lands are the men who dared, who went ahead unafraid, who plunged in on their own judgment—and didn't wait.

The saying that everything comes to him who waits may have been true a hundred years ago, when people had plenty of time to wait for the good things of life. But today the only one that things come to is the man who goes after them. The enclosed blank is your reservation for some of the good things of life. Will you mail it now—TODAY?

It has been proved that seven times out of ten your average business man will read the opening paragraph of an ordinary letter that is palpably not from a customer, take a

cursory glance at the middle, and then jump to the last paragraph to see what it is all about, and how much it costs. So it is essential that you put a hook into that last paragraph.

Remember, too, that a successful close has two parts. The first is the persuasion and inducement. It shows your reader the gain that is his by ordering, the chances of loss he takes by delay. It emphasizes the guarantee and minimizes the cost.

When your reader gets that far, he is almost ready to act, but your close lacks a hook. What must he do to get all these things? Tell him! Make it so plain and easy he will not have a reason for not ordering. If you do not, you have not finished your letter, and lacking the barb of that hook, your reader is likely to lapse from his "almost ready" attitude back into indifference.

IX

The Six Essentials

TO SUM UP, every good letter contains these six essential elements:

1. The opening, which gets the reader's attention by fitting in with his train of thought and establishes a point of contact with his interests, thus exciting his curiosity and prompting him to read further.

2. The description or explanation, which pictures your proposition to the reader by first outlining its important features, then filling in the necessary details.

3. The motive or reason why, which creates a longing in the reader's mind for what you are selling, or impels him to do as you want him to, by describing — not your proposition but what it *will* do for him—the comfort, the pleasure, the profit he will derive from it.

4. The proof or guarantee, which offers to the reader proof of the truth of your statements, or establishes confidence by a money-back-if-not-satisfied guarantee.

5. The snapper or penalty, which gets immediate action by holding over your reader's head the loss in money or prestige or opportunity that will be his if he does not act at once.

6. The close, which tells the reader just what to do and how to do it, and makes it easy for him to act at once.

These rules, of course, are for the man or woman who is *studying* the art of writing successful letters. After a time,

they come to be almost second nature, so that you weigh each of these features without being conscious that you are doing so. You may even mix them all up into one grand goulash, so that to the beginner they will seem to be not there at all, but they--or their close relatives—are in every successful letter.

Rules, however, are merely the start. They are the mechanics of a letter. Real letter writing only starts there. It is getting the feel of your message that counts. I remember the first sales letter I ever wrote. I knew as little about the writing of letters as anyone who ever took his typewriter in hand to tackle the job. But I was full of an idea, and it bubbled out all over that letter. And that is what counts.

I was working at the time for a coal company in a little town in West Virginia. We had an unusually good vein of gas coal and 200 old style, beehive ovens, with which we made Powellton Coke.

Like all the other mines in the district, we depended for business upon brokers in the big towns. They would contract with the large users for so many carloads of coal or coke, of a certain general grade, and then place their orders with whichever mines made them the lowest price, allowing them the greatest margin. The result was that all the mines were in much the same boat, whether their coal happened to be better or worse than that of their competitors. When times were good they bid against each other for laborers, and between the lack of them and the lack of cars they were able to run the mines only three or four days a week. When times were bad they underbid each other for the little business available, and managed to work only one or two days a week.

That condition had been general for a good many years, with our mines as with almost all the others in the district. And there was no reason to think it would not continue indefinitely.

But from much cogitation, there one day dawned upon us an idea so obvious you will wonder why we did not think of it first thing. It was this: We had an unusually good grade of gas coal and a splendid coke. There must be certain purposes for which that coal and coke would produce far better results than any other made. If we could find these purposes, the businesses that needed coal and coke for them would cheerfully pay any reasonable premium for our particular product, and not only would we make more money, but we would cease to be dependent upon the whims of the brokers and would be sure of a regular volume of orders through good times and bad.

So we started experimenting, and found that for gas-making purposes we had easily the best coal in the district. Figured on the basis of cubic feet of gas produced, to say nothing of the by-products, any gas company could well afford to pay from 25 to **33** per cent more for our coal.

That was all we needed. From that moment, every gas company within a radius of several hundred miles was our target. We disregarded the usual "per ton" prices to a great extent, centering our whole argument upon how many cubic feet of gas they got from each pound of coal, and what that gas cost them, including the delivered price of their coal.

How much are you paying per cubic foot for your gas? [was the basis of our letters]. If we can show you how to **cut the cost** by a fourth, are you interested enough to **prove it**? The Blank Gas Company of Cincinnati *has* cut its costs by more than that, and here are the figures as given in a letter from their Superintendent. [Here we **quoted** exact figures and costs.] The Blank Company of Indianapolis and [here we mentioned four or five other companies well and favorably known to the trade] have had similar experiences. We'll be glad to send you the exact figures from each if you will take the time to read them.

But better than any figures from other plants is this chance

to write new figures of your own in your plant. Send the enclosed card, without money. On receipt of it, we will ship you a carload of Powellton screened gas coal, our regular standard quality.

Test it. Try it any way you wish. At the end of your tests, figure how much gas you get per pound of coal, *and what that gas cost* you! If you don't find that the Powellton Coal has saved you at least 25% on your cost, then that carload we send you won't cost you one cent. But if you do see where you can save from 25 to 33% of the cost of your gas, then you are to give us your contract for all the gas coal you use for the next year, **at a** price of \$— per ton f.o.b. Powellton, W. Va.

Remember, no saving—no cost. But if we save you 25%, we get your contract. Is it a go?

I knew none of the rules of letter writing. I could not have told you the difference between a clincher and a monkey wrench. But I was bubbling over with enthusiasm for our idea, and that enthusiasm must have permeated our letters, for we got so many orders from gas companies it kept us humping to fill them all. And what was more to the point, they stuck. When I left Powellton, we still had on our books nearly every gas company we had ever put there. One would stray away now and then, of course, lured by the siren song of a bargain. When that happened, we said nothing—just got a few average samples of the other man's coal and sent them, with samples of ours, to a laboratory for a comparative test. When the reports came back, we carried them out in figures of the cost of the coal and the final cost of the gas per cubic foot and sent the result without comment to the superintendent or other responsible executive of the gas company. In most cases the business was soon on our books again.

The coal problem solved, we set about finding a similar solution of the coke question, since the gas companies preferred screened coal, which meant that all the dust coal or slack was left us for coking purposes.

We had made frequent analyses of our coke, of course, and

knew that it was unusually low in sulphur, phosphorus, and ash. So we set out to see which type of foundryman considered these qualities most valuable.

We soon learned that to the maker of steel rails phosphorus was anathema, so we had little difficulty in persuading the Ashland Steel Company that a coke as low in phosphorus content as ours was easily worth 25 cents more a ton than any other they could buy. Twenty-five cents a ton doesn't sound like much, but when you multiply it by sixty to ninety tons a day, which was what Ashland Steel required, it soon runs into money.

That was a good start, so, much encouraged, we looked around for others. And in the makers of certain thin castings we found possible customers who were quite as particular about sulphur as the Steel Company had been about phosphorus. In thin castings, sulphur means bubbles and cracks, and it costs more money than any saving in the purchasing price of coke can possibly make up for.

But such founders were, for the most part, located pretty far away from us, and other good cokes just about as low as ours in sulphur content were as readily available to them. To get their business on other than a price basis, we had to find some better argument than low sulphur content.

We worked on that for quite some time, talked to different founders to get a line on their problems, studied numerous books on the subject, and finally stumbled on the answer almost by accident.

It happened that we had been figuring on a big contract with the Bucks Stove and Range Company of St. Louis. It was one of the most efficiently run concerns in the business, and wanted the best, regardless of what it cost. So before placing its contract, Bucks bought a carload of coke from each of a half-dozen concerns whose analyses and claims seemed to indicate that they were in the running.

We had shipped them a carload and intended to run out to

St. Louis in order to be on the spot when the contract was awarded, so that if it seemed that a last-minute reduction of 10 or 15 cents a ton would turn the scales in our favor, we could throw it in. When lo and behold, without notice of any kind, in came the contract by mail at the price we had originally quoted!

To say that we were pleasantly surprised would be putting it mildly. But we didn't let either our pleasure or our surprise get in the way of the fact that here, probably, was the answer to our problem. If our coke stood out so well in a comparative test that we had landed the Bucks order without effort, in the face of the best cokes and the best salesmen that our renowned competitors could show, then there must be something unusual about our coke that every other stove founder ought to know. And we lost no time in setting out for St. Louis to learn what it was.

And here is what we found: Its high carbon content and low ash gave our coke a heating power that would melt an unusual amount of iron and a structure that supported a phenomenal weight, with the result that where a good coke did well to melt eight or nine tons of iron to one of coke, ours melted as high as fifteen tons of iron to one of coke! Figuring the price of the coke at \$7 a ton delivered, it cost the Bucks Stove and Range Company 80 to 90 cents to melt a ton of iron with ordinary coke, whereas with Powellton Coke it cost them only 47 cents! Can you wonder that they gave us the order without urging or bargaining?

Our problem was solved, and, as is often the case, through no skill of ours. The Lord had been good to us in the kind of coal he gave us, and instead of patting ourselves on the back, we should have been kicked for not cashing in sooner on our products' peculiar advantages. But we were too happy over having found the answer to do any worrying about what was past and done with. It took us just about three days to

get a letter into the mails to every stove founder within five hundred miles.

When the "Free Silver" states first sprung their 16 to 1 ratio upon a waiting world, founders and business men generally called it visionary and impractical—said it wouldn't work.

And when Bill Smith, Cupola Foreman for the Bucks Stove & Range Company of St. Louis, proudly strode into the President's office with a report of a 15 to 1 melt, he met with similar skepticism on the part of that official.

The upshot of it was that the President agreed to be on hand at the next melt. Sure enough, Bill's figures proved to be right! They didn't equal Free Silver's 16 to 1, but they averaged a good 15 tons of iron to every one of coke!

Of course, Bill modestly disclaims the credit. "Anyone could do it with that coke," he says. "It's got a structure that'd carry the Eiffel Tower. And as for sulphur bubbles—it just never heard of such words."

And that's the reason *Powellton Coke* gets the Bucks Stove & Range contract this year, in direct competition with and after thorough tests of every good coke on the market. That's the reason the Gallipolis Stove Company, the Huntington Range Company, and a dozen others have been using Powellton Coke for years.

Of course, some of them stray away occasionally. We're none of us proof against the siren song of low price, but when they begin to figure the cost of their coke in tons of iron melted, as the Bucks Stove & Range Company did; when they find that on this basis Powellton Coke is costing them only 47¢ a ton of melted iron against 80¢ to 90¢ for any other brand; and when they add to that the cost of scrap castings due to sulphur and phosphorus, they always come back, and it's a long time before they stray again.

If you figure your coke cost, not on the delivered price of the coke, but on tons of iron melted—if you are buying high carbon heat-content, and not sulphur, ash, and phosphorus—we have some figures that will interest you.

May we send them?

That letter brought home the bacon. For a while we had almost a monopoly of the stove and range business in our territory. We did not keep it altogether, because good coke structure depends largely upon skill in making the coke, and other ovens with the right kind of coal succeeded in making almost as good a coke as ours. With intensive study they found ways of loading the furnace so that their coke would melt just about as high a percentage of iron as ours.

But do not imagine we were resting on our laurels, or out playing golf all this time. We realized it would not be long until someone caught up to where we were then, so we tried to keep at least one good jump ahead.

We tested not only our coal and coke, but different ways of screening the one and making the other. We tried coking longer and shorter periods, charging the ovens with bigger or smaller charges—everything, in fact, we could think of that might make our product better.

And we did not stop with that. We had numbers of experiments made in the more effective use of our coal and coke. We had never heard of the rule that a letter should talk, not about your own product, but about the pleasure or profit your customer will get out of it, but we had learned from long experience that coal and coke were drugs on the market and that they could only be sold on a price basis, whereas cubic feet of gas, or thermal units of steam, or melted tons of iron were things that sold themselves.

In line with our idea of making every possible improvement in our product, we got a few books on letter writing and applied the principles outlined in them to our letters. I remember the first set of books we got. It was Herbert Watson's *Business Correspondence Library*, and it became our Bible for direct-mail work. Looking back on it now, I do not believe we could have found a better groundwork for our studies. Certain it is that it helped us to sell many thou-

sands of tons of coal and coke, when without it we might have lost the sales. Next to Watson's *Applied Business Correspondence*, I believe it has helped more men to a knowledge of how to use letters for profit than any set of books ever written.

John Blair, founder of the New Process Company of Warren, Pa., once told me the same thing. His introduction to good letter writing came from the same little set of books — after he had made his bow with a few successful efforts of his own, about which more anon.

To go back to our interrupted labors: For five years we sold nearly all the products of our mines and ovens by mail. We used dozens of different letters and circulars, with all kinds of variants upon the one appeal, but the only sample I have been able to find is the letter quoted above.

It was about this time I had the good fortune to meet Thomas H. Beck, then sales manager of P. F. Collier & Son Co., publishers of *Collier's*. He had been sales manager of Procter & Gamble, the Ivory Soap people, where he was responsible for as revolutionary an idea in its way as was ours of selling cubic feet of gas and tons of melt.

Soap flakes, it seems, were sold to laundries by the barrel of so many pounds weight. One barrel of soap was considered much like another, so sales were made almost entirely on price. Then it occurred to Tom Beck to have Ivory Soap flakes analyzed and the results compared with analyses made in their laboratory of all the competing brands. What was his surprise and delight to find that the competing brands contained something like (let us say) 15 per cent water, as compared to only about 5 per cent water for Ivory!

If a barrel of soap cost \$2, a laundryman could pay Ivory \$2.20 and get his actual soap content for the same price per pound that he was paying the \$2 competitor. If in addition he was paying \$1 a barrel for freight or delivery service,

that made an extra premium of 10 cents he was handing to Ivory's competitor.

It did not take Tom Beck more than half a minute to figure out the possibilities that this opened up. As soon as they could be got into the mail, he had letters on the way to every laundry in his territory asking them whether they were buying soap or water, suggesting that it might be cheaper to get water from their own faucets than to have it freighted all the way from the factory to them, and then be charged for it at soap prices in addition.

To say that he started a furor among soap makers is putting it mildly. The net result to him was that it enabled him to land the far bigger job with Collier's, and to me that it gave me a sympathetic ear into which to pour an idea I had long been nursing for selling Collier books by mail.

Which takes us into another chapter.

X

How It All Began

P. F. COLLIER & SON CO. had been publishing books since 1885, selling them through salesmen, directed by some 37 branch offices. They had made six different attempts to start a department for selling books by mail—all without success. One man spent \$625,000 and sold eighteen sets of books. So when I, with no knowledge of bookselling and no background but our coal and coke sales, suggested that I had an idea that I believed would sell books successfully, it is no wonder the "powers-that-be" laughed at it.

It happened that P. F. Collier was my uncle and was responsible for my education, but he had always told me he did not want me in the business until I could bring something to it they could get nowhere else. For that reason, I had never before tried for a place with Collier's, but now I felt I had an idea they could use, so by letter and in person I kept trying to sell it to them.

In Tom Beck I found a sympathetic listener, since Procter & Gamble are large users of coal, and he had seen many of the letters in our campaign and thoroughly approved of the idea of them. So with his help I finally sold them the idea of a six months' tryout.

It was not on any munificent basis, you can be sure. I was to have a drawing account of \$25 a week, and to receive a commission of 5 per cent on any sales I made by mail. To

leave a good, secure, salaried job for an uncertain chance like that takes optimism of a high order, but I was young and single and just fool enough not to know any of the things that could not be done, so I jumped at the chance.

Luckily for me, I found a good mentor at Collier's in the person of Bruce Barton. It was not any part of his duties to lend me a helping hand, but he went out of his way to do it. And to his suggestions and kindly criticisms I owe it that the very first letters and circulars we tried were complete successes. How complete you can judge by the fact that the profits on our first six months' sales were $34\frac{1}{2}$ per cent, and I was making so much money on the 5 per cent commission that the arrangement was promptly cancelled and I was put on a good, living salary.

Collier's had been selling the *Harvard Classics*, Dr. Eliot's famous Five-Foot Shelf of Books, for some years then; it was their best seller, so of course I started my efforts with it. Their salesmen covered all the big towns, however, so my efforts had to be confined to the little towns and the rural communities; even after we proved what could be done by mail, Collier's never forgot that their house had been built by salesmen, and they never allowed our mail efforts to interfere with the agent sales.

It was for this reason I left them after five years—to get a bigger field of activity, but meantime they were better than any post-graduate college course.

I went with Collier's on the first of July. On the ninth of August we dropped our first circulars into the mail. They consisted of an illustrated four-page letter, the first and fourth pages carrying the letter, the inside pages the illustrations and circular copy.

The letter was sent under first-class postage without fill-in, and a stamped post card went with it. Including postage, the whole thing cost us about four cents in the mail.

You can believe we watched for the returns from those circulars with fear and trembling. We had mailed 10,000 of them, mostly to advertising leads that were from one to two years old, and that had been in the hands of two or more salesmen and been returned as unsalable.

When the orders began to mount up from these old leads, the salesmen who had turned them down—and the whole sales department—sat up and began to take notice. For our first letter to those old discarded inquiries brought back $4\frac{1}{2}$ per cent of orders for a \$39 set of books!

Four and one-half per cent meant that, with letters at four cents each, our orders were costing us less than \$1 apiece. Can you imagine that, on a \$39 set of books? No wonder we showed a profit for those six months of $34\frac{1}{2}$ per cent!

The trouble was that we soon came to the end of those old discarded leads, and after that the salesmen didn't let go of them so readily. But while they lasted, the "pickings" were easy. Here is the first letter we used on them:

If Dr. Eliot of Harvard Were to Say to You—

"Come around to my home to-night. I want to show you some books that I believe you'll enjoy; they are interesting, entertaining, yet they will give you all the *essentials* of a liberal education, even if you can spend only fifteen minutes a day with them."

You'd go, wouldn't you, and the next morning you'd hasten to get copies of these books?

Now that is, in effect, just what Dr. Eliot has done. From his lifetime of reading, study and experience—forty years of it as President of Harvard University—he has chosen a Five-Foot Shelf of just the few books, and only the few, that are really essential to the Twentieth Century American.

Just 15 Minutes a Day, and Then—

And this is what he says to you: "I believe that the faithful and considerate reading of these books will give any man the essentials of a liberal education, even if he can devote to them but fifteen minutes a day."

Think of it—The *Essentials of a Liberal Education*, under the personal guidance of Dr. Eliot, who has trained more men for success and is a greater authority on books and reading than any other man in the world today. What other books, or who else, could offer you so much?

Dr. Eliot's work is complete. You owe it to yourself at least to *examine* the result—the fruits of his 40 years' experience as President of Harvard University. They are not the mere product of his genius—they are the finished utterance of the human race.

Examine the Books for a Peek—at Our Expense

Don't send a cent of money. Simply drop the enclosed card in the mail and the complete set of Harvard Classics will be shipped to you from our nearest Branch Office AT OUR EXPENSE. Keep them for a week; browse through them; read them; enjoy them. We won't urge you to buy them either then or now, because we realize that it is up to you to make up your mind in your own way as to just what the books will be worth to you. If you decide to keep them, you can pay for them as you like, even as little as \$2.00 a month; if not, you can return them at the end of the week without question at our expense.

Here is your chance to avail yourself of Dr. Eliot's wonderful knowledge and experience to prepare yourself for life. You owe it to yourself to at least SEE and EXAMINE this Library that he selected to speed you on the road to a bigger, broader success. The card brings it to your door, charges prepaid. Merely put your name on it and drop it in the mail.

But remember, in the great book of Time there is but one word—"NOW"—so drop your card in the mail *now*.

Very truly yours,

The inside pages showed, on the left-hand side, a great pile of books, piled all over each other until they virtually hid the background of the Harvard University buildings. On the right-hand side was the orderly row of the Five-Foot Shelf, with the Harvard Library behind it. The keynote of the copy was a quotation from Emerson: "In the *Bibliothèque Na-*

tionale in Paris are a million books. A man might read from dawn to dark for fifty years, yet die in the first alcove."

And what would he get as a result of his fifty years' reading? A heterogeneous collection of facts, unrelated, of no particular value to anyone or anything. In the *Harvard Classics*, on the other hand, just a few minutes a day would give him the orderly outline of all that man has learned—in effect, a liberal education.

Our first letter having pulled so well, we tried a number of others to determine how many follow-ups we could profitably send on these old leads. On the series we finally worked out, our second letter pulled about 2½ per cent, our third 1½ per cent, our fourth 1 per cent, and our final one 2 per cent.

Here is letter No. 2.

Will you Examine "The Harvard Classics"—Dr. Eliot's Five-Foot Shelf of Books—

If we send you a set *at our own expense* FOR A WEEK'S EXAMINATION?

We don't ask you to decide now whether you will want to keep the set. All we want you to do is EXAMINE the books for a week in your own home—see for yourself what a wonderful field they open up to you—judge whether they will be worth seven cents a day to you in pleasure, in profit, in actual mental growth.

The World's Civilization on a Book-shelf

For years Dr. Eliot has felt that all the books really essential to the Twentieth Century American could be contained on a Five-Foot Shelf, and when—after 40 years as President of Harvard University—he gave up active work, he set himself the task of picking out from all the myriads of things which have been written and said during the past five thousand years, just those few works of the greatest thinkers in every field which most vividly picture the thought and achievement of the human race since the world began.

The result is literally the putting of the World's civilization on

a single book shelf. From the many writings of the greatest thinkers Dr. Eliot has picked those few characteristic works which cover their main ideas, which best express their basic thoughts. He has made it possible for you to have the *best works* of each of them without having to burden your shelves with the *complete writings* of all.

Just Fifteen Minutes a Day—

And this is what Dr. Eliot says to you: "I believe that the faithful and considerate reading of these books will give any man the essentials of a liberal education, even if he can devote to them but fifteen minutes a day."

Think of it! THE ESSENTIALS OF A LIBERAL EDUCATION, in only fifteen minutes a day, under the personal guidance of Dr. Eliot, the best teacher and the greatest authority on books and reading in the world today. What other books, or who else, could offer you so much?

A Saving to You of \$433.05

There are fifty volumes in the Harvard Classics, and they contain 418 *complete* works by 300 of the greatest writers the world has ever known. Bought separately in even the cheapest editions and bindings, these 418 works would cost you \$472.05, yet we offer them to you, uniformly bound in silk cloth stamped in gold, with foot-notes, reading guide and an encyclopedic index of 76,000 subjects, at only 9¢ for each of the 418 works—\$39.00 for the set complete in fifty volumes, and you can pay for them just as you like---even as little as \$2.00 a month.

An Encyclopedia of References

Lawyers tell us that in their pleas, editors in their editorials, teachers in their teaching, clergymen in their sermons, and business men in their occasional talks, are getting to depend in a wonderful degree on this key to the world's thought.

You see, it not only gives you the best thought of the world's Masters on most important subjects, but every thought, every period, every subject even remotely touched upon, is made instantly accessible through the wonderful Index that is appended to volume 50—an Index that contains 76,000 references.

Examine the Books for a week — at Our Expense

Don't send a cent of money. Simply drop the enclosed card

in the mail and the complete set of Harvard Classics will be shipped to you from our nearest Branch Office AT OUR EXPENSE. Keep them for a week; browse through them; read them; enjoy them. We won't urge you to buy them either then or now, because we realize that it is up to you to make up your mind in your own way as to just what the books will be worth to you. If you decide not to keep them, you can return them at the end of the week without question at our expense.

With Letter No. 2 we enclosed a four-page circular, each page being about fifteen by eight inches. The top third of the first page was an illustration of Abraham Lincoln as a young man reading by the light of a log fire. Beneath the picture was the caption and text that follow:

WHICH WILL SUCCEED? —

The one who occupies ALL his few spare minutes with the daily paper, or the one who, like Abraham Lincoln, is mastering a little at a time the few great books of the ages, a knowledge of which is one of the essentials of true success?

What are these few great books—biographies, histories, novels, dramas, poems, books of science and travel, philosophy and religion, that so delightfully "picture the progress of civilization"? Dr. Charles W. Eliot, from his lifetime of reading, study, and teaching—forty years of it as President of Harvard University—has answered that question in the

H A R V A R D C L A S S I C S

Dr. Eliot's Five-Foot Shelf of Books

The Few Great Books That Make a
Man Think Straight and Talk Well

Every well-informed man or woman should at least know something about this famous library—how Dr. Eliot has put into it "the essentials of a liberal education" and so arranged it that even "fifteen minutes a day" is enough.

Read in the following pages how you can

Examine this famous library in
your own home at our expense.

Across the full width of pages 2 and 3 was the headline:

"The Few Great Books That Have Stood The Acid Test Of Time."

Under it was a line drawing showing old Father Time seated in a great chair, a shelf of Looks above him, a book on his knee, while famous writers, explorers, scientists, and historians stood in the background. The text beneath gave first:

EMERSON'S WISH—

"In a library we are surrounded by many hundreds of dear friends, but they are imprisoned in these paper and leather boxes, and as they are dressed, like battalions of infantry, in coat and jacket of one cut, by the thousands and ten thousands, your chance of hitting upon the right one is to be computed by the arithmetical rule of permutation and combination—not a choice out of three caskets, but out of half a million caskets, all alike.

"Would that some charitable soul, after losing a great deal of time among the false books and alighting upon a few true ones, which made him happy, would name those which have been bridges to carry him over dark morasses and barren oceans, into the heart of sacred cities, into palaces and temples."

AND ITS FULFILLMENT

From his lifetime of reading, study, and teaching—forty years of which were spent as President of Harvard University—Dr. Charles W. Eliot has picked a Five-Foot Shelf of Books containing just the books essential to the Twentieth Century cultivated man.

"I believe that the faithful and considerate reading of these books will give any man the essentials of a liberal education."
Eliot.

On one side of this was a headline reading, "Which are the Really Essential Books?" The text answered the question in a way to show that they were all in the Harvard Classics. On the other side the headline read, "A Saving to You of \$413.05";—and the copy went on to show how much the 418 works included in the set would cost you if you bought **them** separately.

Page 4 bore the headline "What *Owners* think of The Harvard Classics." Beneath it were testimonials from the Secretary of the Navy, from a famous Bishop, from the Principal of a school, and from the Dean of a Law School.

Then came actual proof of the big savings mentioned on the inside pages—a facsimile of a letter from Brentano's, the great bookstore on Fifth Avenue in New York, reading in part as follows:

The Five-Foot Shelf of Books embraces about 300 authors and their works. The same can be supplied in regular editions in cloth bindings for \$472.05, with the exception of about fourteen to twenty authors which were published during the 14th to the 18th centuries and exist only in very rare editions and very costly. Some can only be had for reference in European libraries, as copies are seldom found on the open market.

The page ended with more testimonials and the line, "Use the Post Card—Now!" The card referred to was the usual order form, ordering the books for free examination, and agreeing to return them within a week or to pay so much a month until the set was paid for.

Letter No. 3, like the two before it, was built around the idea enunciated by Carlyle: "All that mankind has done, thought, gained or been—it is lying in magic preservation in the pages of books." But it takes guidance to find the right books, and in Dr. Eliot, for forty years President of Harvard University, we had found the guide par excellence.

Its enclosure added measurably to its pulling power—in fact, it has been our experience that a good circular will add from 25 to 33 per cent to the pulling power of almost any letter. This particular circular was of the same size as the previous one. At the top was a picture of President Garfield as a college student, studying by the light of an oil lamp. Underneath it was the caption and text:

The Margin that made Garfield President

Do you remember President Garfield's story of margins? A rival student at school consistently got better marks than he in his recitations. It puzzled Garfield, for he knew that the other fellow was really no brighter than himself. Until one night, after he had put out his light and made ready to go to bed, he happened to glance across the campus and saw that his rival was still studying. He watched him and saw that night after night, the rival student put in many minutes more work than himself. Garfield decided that it was by this margin his rival was beating him, so he matched the other's time and then added an extra fifteen minutes of study. The end of the school year found Garfield ahead by a small margin.

Success is won by just such Margins

The margin between success and failure is often exceedingly small. It is not so much a matter of great natural ability as of what you have done to develop your ability. Success—the ability to get things done, to persuade and convince others, depends very largely upon your breadth of mind, upon your power to probe for real causes; and this breadth and power come from contact with great books. Read in the following pages how you can

INCREASE YOUR MARGIN!

Pages 2 and 3 were bordered with interesting pictures from the Harvard Classics, with the following headline and copy in the center:

You Are the Heir of All the Ages

Every age has willed you something. Every age has left to you the results of all its toil and striving. You can begin where they left off; you can build upon the foundations they have laid; for all that mankind has done, thought, gained, or been is yours for the taking—lying ready to your hands in the pages of books.

But *What* Books?

There are millions of books and you could never read them all, so which are the really essential books—how can you find the few that contain some great thought, some worth-while idea?

Dr. Chas. W. Eliot, the greatest educator in the world today, has answered this question for you in

THE HARVARD CLASSICS
Dr. Eliot's Five-Foot Shelf of Books

The circular then went on to tell how Dr. Eliot had chosen from the writings of the greatest thinkers the few characteristic works that covered their main ideas, which best expressed their basic thoughts—how he had made it possible for you to turn to the MASTERPIECES of each of them without having to burden yourself with the complete works of all. Next came the headline, "The World's Civilization on a Bookshelf." The text proceeded to show how you could turn from the Arabian Nights to Darwin, from the travels of Drake and Raleigh to the Adventures of Ulysses and Aeneas. The homely philosophy of Benjamin Franklin is a neighbor of Froissart's entrancing Chronicles of the Middle Ages. "That which the University man knows, that which cultured people talk about—UPON WHICH SUCCESSFUL MEN HAVE BUILT THEIR SUCCESS—is yours in the Harvard Classics."

The copy ended upon the note—

Profit Plus a Delightful Entertainment

Remember, these Classics are not heavy, dry-as-dust reading. A real Classic is not that. They are the big full-blooded books of the world—full of thrill, stimulus, and delight. They are a library for ambitious young men and women; for the family; for those who have not been to College, and for those who have—in truth a library for everyone.

Across the bottom of both pages, beneath a photo of the full set of Classics neatly shelved, ran this final reminder—

YOU CAN EXAMINE THESE BOOKS FOR A WEEK
IN YOUR OWN HOME AT OUR EXPENSE

The fourth page showed a young workman sitting on a train, his lunch box beside him, a book in his hands, reading. Under it—

He read wherever he went . . . he read everything he thought was worth reading. That is the story of the rise of the President of one of our big railroads, from the job of water-boy to the position he now holds. That is how he got the insight, the imagination, the breadth of vision that enable him to successfully cope with the problems that confront the business leader of today. Success, nowadays, is not so much a matter of great natural ability as of what you have done to develop the abilities you have.

The big men of today did not tumble into their positions by accident. At one time they had nothing more to guide them than an opportunity like this. Someone pointed out to them the possibilities and they took the chance and gradually attained their present success.

Your chance to make your mark in the world is within your reach. Have you the courage to make the start? To work out your destiny in the same way? Think of the times when you have yearned for a bigger future—when you have grown impatient at the barriers that seemed to hold you down. Here is your chance to equip yourself for success under the guidance of probably the greatest educator the world has ever known, at a cost to you of only 7 cents a day—\$2 a month.

The circular then ended with the usual free examination offer, and the urge to "Use the Post Card—NOW!"

For No. 4 we used a large mailing folder, recapitulating all the arguments of the three letters and containing only a post card.

No. 5 was long—oh, how long! Four whole pages of closely typewritten stuff! Who would ever read it? Yet people did, evidently, for from a low point of 1 per cent on the previous circular, and $1\frac{1}{2}$ per cent on No. 3 letter, the orders jumped up to 2 per cent! But all efforts we tried to make a sixth or seventh or eighth follow-up pay were virtually fruitless. So we called No. 5 our "mopping-up letter" and worked the leads on other books.

There was nothing remarkable about any of those letters.

You have seen as good or better ones many a time. But they had this virtue. They brought back what they went after—the orders. In the five years I was with Collier's they sold many hundreds of thousands of dollar worth of books. Why? Because they set out with a definite goal in mind and they made every word carry them one step nearer that goal. Take letter No. 1 as an example. What is its purpose?

1. *To winnow out from the mass of readers those few who can be sold the idea of "culture," the value of higher education.*

If Dr. Eliot of Harvard were to say to you—"Come around to my home tonight. I want to show you some books I believe you'll enjoy; they are interesting, entertaining, yet they will give you all the essentials of a liberal education, even if you can spend only fifteen minutes a day with them."

Can you imagine any start more likely to attract the attention and arouse the interest of a culturally inclined man who had not enjoyed the benefits of a college education? You know many such men, and you know how many of them feel that they are handicapped through lack of the cultural advantages a college education gives. In the back of their minds always is the fear that they are a bit inferior to their college-trained friends. So how they would welcome the idea of a talk with so famous an educator as Dr. Eliot! How they would jump at the idea of a college reading course under his guidance! Therefore how well that idea fitted in with the mental conversation going on in the back of their minds!

2. *To emphasize the ease of it!* They have had opportunities to take night courses in schools and colleges that would, in time, give them every educational advantage that would have been theirs had they spent four years in college. But this entailed so much work. And an expenditure of time out of all proportion to its value to them in dollars. So they passed it by.

But along comes the chance to get all the essentials, under the guidance of one of the greatest educators the country has known, in *only fifteen minutes a day!* Dr. Eliot has used his forty years of experience to pick the few worth-while books from all the millions that have been written, and edit them so that in a few minutes' pleasurable reading each evening, these men can make up for the four years in college they missed.

3. *To play up the free trial, no money or risk.* It is made easy for the reader to examine the books without obligation or risk of any kind. Naturally his curiosity is aroused to learn what books Dr. Eliot considers essential. He would like to see them, to glance through them, perhaps read a page here and there.

Well, here is his chance to do it without a penny of cost. Perhaps he has already read some of the books. Perhaps he is nearer the standard of his college friends than he had thought. It would be nice to see, anyway, and as long as it does not cost anything to have a look —

No. 2 letter starts right where No. 1 left off: "Will you examine the *Harvard Classics* if we send you a set at our own expense for a week's free examination?"

Don't decide now whether you want to buy them or not. Plenty of time for that later. Just browse through them for a week and see for yourself how interesting they are, what absorbing entertainment, what marvelous education.

Think of it! The world's civilization on a bookshelf! All that mankind has done, thought, gained, or been — within the compass of a five-foot shelf of books! Can you afford not to look at it?

Education in the highest sense, entertainment in the best sense, all made possible in fifteen minutes a day. And then the price! A saving of **\$433.05** from the regular bookstore

price of the same works in separate editions. That alone makes it a bargain well worth any man's money.

Then as an added inducement, it is a book of reference as well, an encyclopedia in itself. Surely it is worth your while at least to send for these books and look them over!

Then followed the Lincoln folder, with its appeal to ambition, its description and argument in its center pages, its proof of value in the facsimile reproduction of the letter from Brentano's on the last page.

Nos. 3 and 4 are reiterations of the same line of argument in different words and different pictures.

No. 5 was the old standby—the last-chance offer. It played up the saving, it repeated all the advantages that were yours if you acted at once, all you might lose by delay. It emphasized the no money—no risk, then made it so easy for you to order that it seemed a shame not to take advantage of the opportunity.

In short, it tried to such good purpose to follow the rules laid down in the previous chapters, that even as the fifth letter in the series it brought back **\$39** orders at a cost of less than \$2 an order! Than which there are few quicker methods of making money.

XI

The First Olive

IN EVERY BUSINESS it is an axiom that the first sale is the hardest. It is like the first olive out of the bottle, or a maid's first kiss — after it, the rest come easily.

And nowhere is this truer than in selling by mail. When you try by mail to interest a man in your product, your most difficult task is to win his confidence, his belief in your statements. That is the reason for the free-trial offer. That is what makes necessary the money-back guarantee.

So when you have made one sale to a man, your hardest job is done. From then on, your real profits should begin. Where it may have cost you 10, 20, or even 50 per cent of your selling price to make the first sale, your second one should seldom cost you more than 5 or 10 per cent. Why? Because your customer believes in you! You have sold him something; it has proved to be all you claimed for it; therefore he feels safe in trusting anything you may say to him in the future.

That is why the big mail order houses will cheerfully spend several dollars to get a customer's first order. That is why experienced users of the mail oftentimes offer to the general public only small units of sale like \$1 or \$2, knowing that a man will much more readily take a chance on a low-priced item with someone he does not know, and that a satisfactory

transaction at this low figure tends to establish confidence just as surely as a big sale.

The New Process Company of Warren, Pa., as an instance, used a \$1 lot of initialed handkerchiefs to build a customer list quickly. Wm. H. Wise & Co. of New York sold the *Elbert Hubbard Scrap Book* at \$2 or \$3; and then to the resultant customers it sold a good many thousand sets of the \$100 *Little Journeys!*

At Collier's, we started with our highest price sale, solely because we happened to have on hand a couple of hundred thousand old inquiries that had expressed an interest in that set. Then, after we had won their confidence, we sold them other sets.

The first was the *Harvard Classics Shelf of Fiction*—a logical follow-up to the *Classics* themselves. There were twenty volumes, in bindings to match the Five-Foot Shelf. A first circularizing of the *Classics* buyers brought something like 10 per cent of orders. Since the circular in the mail cost us less than 3½ cents each, 10 per cent meant that our orders were costing us only about 35 cents apiece, or less than 2 per cent of our selling price!

That is nothing unusual for a first follow-up to customers who have been sold by mail. Once you have won your customers' confidence with an article that has done all you promised for it and more, you should be able to sell 10 per cent of them any related product. Of course, if you keep going back at them every month, as the New Process Company frequently did, you are not going to sell 10 per cent each time. But if your offering is something a large percentage of your customers can use to advantage, you will get a profitable volume of orders every time you write them. To realize this, you have only to look at the letter and circular that pulled such good returns on the *Harvard Classics Shelf of Fiction*. There is nothing outstanding about either of them. The

circular especially is not at all what I would send if I were making the offer now. There is little about it to intrigue the interest. Just compare it with some of the circulars we used on Wells' Outline of History, or O. Henry, or the War Histories. Yet it pulled. Why? Because in selling them the Harvard Classics we had already won the readers' interest in any later related offer we might make. For that reason, an ordinarily good letter, with a rather uninteresting circular, pulled extraordinarily profitable returns. Here is the letter:

YOU ARE AN OWNER OF THE HARVARD CLASSICS—

So you will be mightily interested to know that Dr. Eliot has just added a Two-Foot Shelf of Fiction—20 volumes—to his famous Five-Foot Shelf of Books. It is called—

The Harvard Classics Shelf of Fiction

In it are forty-five of the most famous novels of the greatest writers of all time. Seven different countries are represented—Russia, France, England, Germany, Spain, Scandinavia, and America—each by its most noted authors, each author by his best stories.

So good are these wonderful romances of fiction and history, so great has been their influence, that they can truly be called an essential part of the reading of every Twentieth Century American. They supplement and round out the Harvard Classics, covering as they do a field almost untouched in the original Five-Foot Shelf of Books.

Special *Offer*

To

Harvard Classics Owners

A special edition of the Harvard Classics Shelf of Fiction has been made up for Harvard Classics owners. Because of its wealth of criticisms, sketches, and essays by noted authorities it has been called the "Commentators Edition." While it lasts we can offer you the complete set of the Harvard Classics Shelf of Fiction in 20 volumes, bound in silk cloth, gold stamped, at a saving of 44% compared with Brentano's actual quotation reproduced on the back of this letter; and payable in just a few

months by very small monthly payments; or with a discount for cash.

Examine the *Books* for a Week—at Our Expense

Don't take our word for the value and interest of these great stories; don't take as final the judgment of Dr. Chas. W. Eliot, President Emeritus of Harvard University and probably the greatest authority on books and reading in the world to-day. Examine the books for yourself—read in your own home one or two of the forty-five wonderful stories—then decide. It costs you nothing to SEE the books—the enclosed card will bring them to you for a week's examination.

SEND NO MONEY. Merely ask to see these stories that Dr. Eliot has selected for you—the Twentieth Century Busy Man—from out of all the fiction of the World. The enclosed card brings them. Put your name and address on it now and drop in the mail.

But remember, this special offer to Harvard Classics owners holds good only until the "Commentators Edition" is exhausted, so drop your card in the mail now.

Yours very truly,

Later follow-ups on the fiction books considerably increased the percentage of sale, but, since all depended for their effectiveness upon their tie-up with the interest already created by the "Harvard Classics," they seem hardly worthy of inclusion here.

Much better, from the point of view of a good piece of mail selling, was our folder offering the *Junior* Classics, the Two-Foot Shelf of Books for Children. Imagine how such an approach as this would appeal to the parents of any growing youngster:

You know how the little folks just love a good story, how they'd rather listen to one than eat or play or sleep, how they beg you, sometimes, to tell them a story, to read to them.

What parent has not had that experience? What parent will not nod his head in agreement with every word? You have your reader's interest. Now you point out—what he will also agree with—that the children *will* read something,

and it is what they read now that has the greatest influence on their after-life; it is their heroes, the men and women who are made to seem to them wonderful and worthy to pattern after, who form your children's characters.

To OWNERS of the
**"HARVARD
 CLASSICS"**—
 an
opportunity!

EXAMINATION CARD
Special Offer to Harvard Classics Owners

P. F. COLLIER & SON:
 Send me at your own expense FOR A WEEK'S EXAMINATION, a complete set of the "Commentators Edition" of The Harvard Classics Shelf of Fiction—20 volumes—bound in silk cloth with gold stamping.
 I will either return the books by express collect within one week after receipt, or I will send you \$1.50 then and \$1.50 a month (over a year to pay) until \$18.00 has been paid, a saving of 44 per cent as compared with bookstore price; only 63 cents each for the forty-five masterworks of fiction contained in these twenty delightful volumes which round out your Harvard Classics so completely; or cash in full less 10 per cent discount.

NAME _____
 EXPRESS OFFICE _____
 BUSINESS OR OCCUPATION _____
 P. O. ADDRESS _____
 P1 _____

Five-Foot Shelf one form of literature.
 Dr. Ekof feels that the time to complement The Harvard Classics from the world's supreme fiction, chosen and edited on the basis which renders your Five-Foot Shelf and useful.
 These will give you an idea, adequate one, of these wonderful of the opportunity offered to obtain this remarkable new library—

HARVARD CLASSICS
SHELF OF FICTION

How important, then, that they should have the right reading, and here is the chance to get for them the 846 best stories for children from the literature of the whole world, picked by two famous educators, Dr. Eliot and Dr. Neilson.

From there on, proof, persuasion, bargain, and free trial follow in swift succession. Everything is made easy. Which is probably the reason this folder pulled as high as 8 per cent on some lists. Here is the folder itself:

You Know How the Little Folks Just Love a Good Story—How they'd rather listen to one than eat or play or sleep—how they beg you, sometimes, to tell them a story, to read to them.

They will read something, and it's what they read now that determines what they are to be—it's their heroes, their ideals, the men and women who are made to seem to them wonderful and worthy to pattern after, that form your children's characters—that have the greatest influence on their after-life—that spell the difference, frequently, between success and failure.

If you could pick out from all the literature of the world just the stories of folk-lore and fable, just the tales of fiction and history, just the poems, that would give your children the right ideals, that would stimulate them to their best efforts, that would give the best groundwork for their later studies, and if you could have the advice of the best-read man and the greatest educator of his day as to that reading, you'd feel that no price was too high to pay for it.

You can get just those stories, tales and poems—846 of them—gone over by the best-read man and the greatest educator of his day, Dr. Charles W. Eliot, for forty years President of Harvard University, approved and indorsed by him. They are bound up into ten volumes, and you'll find Dr. Eliot's suggestions as to the training of your children in his introduction to the set.

*The 846 Best Stories for Children From the Literature of the
World*

All that is best in mythology and folk-lore, fairy tales and legends, historical romances of chivalry, stories of courage and daring, animal and nature stories—in short, all that is best in the literature of childhood from every race and every land is

included in these Junior Classics—stories that the first mothers told at nightfall to their little ones, the Folk Tales and Myths of the Far North Country, the **Br'er** Rabbit Stories of our own Southland.

The tales of Greece and Rome have a volume to themselves, and in them the child comes to know as familiar friends the great characters who, in high-school days, he will meet again between the covers of text-books. Then follow the stories of the heroes and heroines of chivalry. Shakespeare's heroes and heroines, too, are here in selected plays, retold and rearranged to make easy reading for children.

"Alice in Wonderland" is in the company, and "Robinson Crusoe" and "Joan of Arc" and "Evangeline." The stories that never grow old are here—"Aladdin" and "Sinbad the Sailor" and the heroes and heroines of Scott's best stories. Scores, literally hundreds, of the wonderful people of childhood—they are all here, ready to become the delightful associates of your own boy and girl.

Save \$30 and Have the Best

There are 846 stories, poems, tales, and essays in The Junior Classics—"The Children's Two-Foot Shelf of Books"^w—a story each night at bedtime for nearly three years.

Purchased separately in the various bindings of the original publishers, these 846 masterpieces would cost \$30.00 more than the price we ask for them in uniform bindings—the best product of the bookmaker's art.

Bound up into 10 volumes, in durable cloth binding, the price of these 846 stories, tales, and poems is only \$16.00, payable at the rate of \$1.00 a month; bound in three-quarter Autumn Leaf Leather, the price is \$24.00, payable \$1.50 a month, a discount of 10 per cent being allowed for full cash payment.

Each of the 10 volumes has its colored frontispiece—a reproduction of a celebrated painting—and there are scores of illustrations (an art education in themselves).

The 846 masterpieces have been arranged by Professor Neilson, head of the English Department at Harvard University, in reading courses which make them a real training in the appreciation

of great literature, and a stepping-stone to the classics of the adult world.

A home training planned by the greatest educators to develop character and insure success—that is The Junior Classics in a single sentence.

And sold at less than a third of what the individual parts would cost.

"My Mother Never Read to Me"

Pity the man or woman, who, looking back over life's journey, must say, "My mother never read to me." To him one of the richest joys of existence has been denied; school work would have been easier, life's tasks more meaningful had there been the background of idealism and mental uplift gained in his first plastic years in his own home.

It is for the boy or girl who covets this rich experience, for the parent who WANTS to draw close to his or her child through the pages of great literature, but who is perplexed as to just WHAT OR HOW TO READ, that The Junior Classics is offered.

"Give me a child until he is seven years old," said Cardinal Newman, "and I care not who has him after."

Give your boy or girl for the first years of his life to the great ideals and noble thoughts of literature. Make his or her heroes not the rude figures of the Sunday supplements—but the great characters, men and women, who have made history. Fill his or her mind with such images and ideals, and you need not worry for the future.

It was to do THIS for the mothers and fathers and children of America that the leading educators of America gave of their best to The Junior Classics, and that Dr. Eliot agreed to lend his splendid reputation and influence to their success.

"There Is No University Like a Mother's Reading to Her Child"

"There is no University," says a celebrated authority, "like a mother's reading to her child."

That is the inspiration of The Junior Classics. For the mother or father who CARES what his child may become, who CARES, that is, as much as three cents of money and five minutes of time a day, this splendid library lifts an enormous burden.

For here, authoritatively selected and scientifically arranged, are the works that for generations have proved their power to mold character, make school work easier, insure success.

Henry Clay said: "A wise mother and good books enabled me to succeed in life. She was very poor, but never too poor to buy books for her children. It is a mean sort of poverty that starves the mind to feed the body."

Did You Ever Hear the Story

Of the youngest governor Minnesota ever had—the late Governor John A. Johnson? He was talking one day of his start in life:

"The man who influenced my career more than any other," he said, "lived in our little home town. He lent me the right books; he taught me what to read and how. Much of what I am I owe to that man—and to those books."

THE RIGHT BOOKS—because their influence came into the life of that simple small-town boy at the critical period of his boyhood, ambitions were awakened and purposes stirred which brought him finally to the governor's chair. Without them he might have been content to remain forever behind the counter of the store where he started work; it was the books coming to him in the molding years of youth that showed him the world and taught him how to conquer it.

Dip into the biography of almost any man or woman who has reached success and you will find this story of good books repeated. Franklin, Jackson, Clay, Lincoln—none of these men ever had the advantage of a good schooling; all of them owed their great success in life to the influence of good books.

Examine the Books for a Week--at Our Expense

Don't take our word for the value and interest of this set. Don't take as final the judgment of Dr. Eliot, the foremost educator of his day. Let us LEND you the books for a week without cost and without obligation. Examine them for yourself. Read in your own home a few of the 846 stories and poems in *The Junior Classics*; *then* decide whether these stories will be worth two or three cents each to your children—in pleasure, in profit, in mental growth.

Remember, you are under no obligation to keep them. We

send the books to you, prepaid, for one week—to read, to examine, to talk over with your family. If you like them, send us only \$1.00 at the end of the week, and \$1.00 a month until the set is paid for; if not, return it without question at our expense.

SEND NO MONEY. Merely ask to *see* these stories that have been approved for your children by Dr. Charles W. Eliot, President Emeritus of Harvard University, who has directed the training of more successful men than probably any other man in the world.

The enclosed card brings them to you. Merely drop it in the mail.

After the *Junior Classics*, we worked our lists on half a dozen other sets of books, principal among them, *The Story of the Great War*, Lodge's *History of Nations*, Shakespeare, and different Memoirs.

The Memoirs letter started with the story of the drummer boy's wife who saved the Czar and his army from the Turks; it hinted at a dozen other interesting incidents of the kind, touched upon de Pompadour (whose true story makes the legend of King Cophetua and the begger maid seem tame by comparison) and showed how her sinister motto—"After us, the deluge"⁹—led logically to the Revolution and the Reign of Terror, just as the rottenness of the Czars brought similar scenes to Russia more than a hundred years later.

Needless to say, such stories won reader-interest and brought back orders in profitable volume, but none of them compared in sales with the *Harvard Classics* and *Junior Classics*. These were our standbys. With the reputation of Dr. Eliot back of them, we were able to go to every country town and hamlet and leave at least a few sets of these sterling works. But except on inquiries that the salesmen were unable to sell, we were not allowed to touch the larger towns and cities, where most of the population lives and where most of the reading is done. This made it difficult, because, contrary to general belief, our experience was that it is far easier

to sell the dwellers in the cities by mail than it is the farmer. This is true even of such merchandise as coats, shirts, ties, and other wearing apparel. It is far more true of books.

So our sales were limited. It was almost impossible to get highly profitable percentages of orders from lists culled from telephone books and automobile registrations. The occupational lists paid well, but there were comparatively few of them for the rural communities. While as for the most profitable lists of all—the buyers of other sets published by concerns like Wise, Doubleday, and so forth—we were barred from using them by our geographical restrictions, because these publishers could not take the time to sort over their lists and address our circulars only to rural communities.

For these reasons, our sales amounted to only about \$250,000 a year, when if we had had the whole country to draw upon, they should have run into the millions. So when another New York publishing house offered me the sales managership of their mail selling, I jumped at the chance to show what could be done by mail when all the hobbles were off.

XII

Selling \$2,000,000 Worth of O. Henry Stories

FOR MORE THAN THIRTY YEARS, one well-known New York publisher had been selling magazines and books by mail. For almost as long it had been noted for the effectiveness of its sales literature, and few indeed were the ideas that it had not tried.

When I went with this firm, O. Henry's short stories had been selling in set form for about six years, and of late the results had fallen off; so I was told not to bother with it, but to see what I could do with the War History, and to put everything I had into pushing Harrington Emerson's Institute of *Efficiency*.

Well, I spent several weeks writing circulars on both of these; then, while they were being printed and made ready for mailing, I picked up some of the O. Henry stuff and idly jotted down a letter and circular, merely to fill in time. When they were finished they seemed rather good, so we decided to try them on a small test.

During the next twelve months we sold more than 50,000 sets of O. Henry, amounting to more than \$1,000,000! Of the *Efficiency Course*, we sold less than \$150,000.

We used several different letters on O. Henry, and a number of ads, but the basic appeal was the same in all. First,

we took it for granted that our reader had heard of O. Henry and knew something of the intriguing humanness of his stories. So we wasted no time with introductions, but started our letter with a "bargain" appeal—and a "hurry-up." For the hurry-up, we had several different premiums. Jack London was the most popular of them. If you would send your order right away, you would get **free** with your set of O. Henry five volumes of Jack London's famous stories.

An old dodge, of course, but why worry whether a scheme is old or new when it brings a million dollars' worth of orders?

For the real interest, we depended upon our circular—telling enough of each story to whet the reader's appetite and make him want more, but not enough to satisfy his curiosity or enable him to fill in the answer for himself.

The most successful of our circulars was the one entitled "When the Rattlesnake Struck." To the one side, we showed a judge and his lovely daughter. On the other, a tough looking character and his daughter. In between was reproduced the following letter:

Judge:

When you sent me up for four years, you called me a rattlesnake. Maybe I am one—anyhow, you hear me rattling now. One year after I got to the pen, my daughter died of—well, they said it was poverty and the disgrace together. You've got a daughter, Judge, and I'm going to make you know how it feels to lose one. I'm free now, and I guess I've turned to rattlesnake **all** right. Look out when I strike! Yours respectfully,

RATTLESNAKE

From that, we went on to a description of the books, ending with a picture of the premium set and some interesting incident from one of the stories, with the usual **FREE EXAMINATION** and "Use the Post Card."


On page 111 is a reproduction of the start of the "To

Love, Honor and Obey" circular, showing how it leads into the offer of the O. Henry books. Glance over the "When the Rattlesnake Struck" opener, or "To Love, Honor and Obey," and see if you don't want to get your hands on the books and find the answers. They contain the essence of all successful circular writing—they get the reader's attention and interest and make him want to know more. Then the post card makes it easy for him to get more.

One million dollars' worth of sales in a single year on a set that was supposed to be just about dead was pretty good, but the real test came with the second year. Could we keep it up?

It looked for a while as though we could not. We tried several variations of the original appeals, but they would not work. Circulars that had pulled 2, 3, and even 4 per cent the previous year were down below 1 per cent. Advertisements that had brought us orders for \$1 and \$2 apiece suddenly climbed to \$5 and \$6. Something was wrong.

We tried all the different ways we knew, analyzed the results from every standpoint, and finally hit upon this: One of our most effective headlines in the previous year's ads had been, "Before the Price Goes Up!" After it, we went on to explain that paper, binding, and labor were jumping skyward by leaps and bounds, that we had on hand some thousands of sets manufactured at the old low rates, and that when these were gone the price would have to go up.



To Love, Honor and Obey!
 It was the best thing for one of the best great
 S pioneers—soldier, ranger, cattleman—a man who had had a big part in making that country. And she was marrying a Coward, a spendthrift, a gambler—*and a cheat!*
 Why she did it no one knew—least of all Luke Standifer. But one day she told him And then Luke—but—
 What he did may nuke you laugh or make you weep—but he cut the Gordian knot.
 It is a story that for subtlety, for thrilling action and intense interest, has seldom been excelled. Yet it is only one of 274 such tales by that Master of the Short Story—

O. HENRY

Because prices of other commodities were rising rapidly, people recognized the truth of this argument. But when the price did actually go up at the beginning of the second year, sales dropped to the point where they were no longer profitable.

So we decided to try another kind of hurry-up, and the one we hit upon was: "Last Chance to Get Jack London *free!*" Mind you, we had been giving Jack London (or Oppenheim, or the mystery and detective stories, or some other premium) for some six years, and people had come to expect it. They had grown tired of hearing of increases in price and probably no longer believed further raises possible. But the threat of losing the premium was something different.

Strange as it may seem, putting in that one line changed the results overnight. Back went the sales to the previous year's figures. Ads pulled again. And circulars — how *they* pulled! For the second time we sold \$1,000,000 worth of O. Henry books in a single year!

The letters we used were not essentially different from the previous ones. They merely emphasized last chance! Aside from that, they went over much the same ground as before. They had to, for in sales extending over seven years, pretty nearly everything had been said about O. Henry that could be said.

So we put our main dependence upon our hurry-up for the orders. And the hurry-up did the work.

That ended the big sale on O. Henry. Two million dollars' worth in two years seemed just about to saturate the market. At any rate, it saturated the available lists of book buyers, for though we kept trying for the next several years, the O. Henry sales never again went over the \$100,000 mark for any one year. Then Doubleday brought out the complete set in one volume and that put an end to the set sale for good.

What was responsible for this big sale? The same thing

that is responsible for any sale—making your reader *want* it! We did not ask him to take our word for the interest of the O. Henry stories, or for their value to him as cross sections of human nature—we gave him enough of the stories themselves to arouse his own interest. We gave him enough, but not too much. Then we told him that everybody was reading them, that they were the equal of a university course in practical psychology, that even without their story interest they were worth all they cost just as a study in human nature. And finally, we gave him a reason why he must order at once, or lose a really worth-while free premium. In short, we aimed first at making the reader want the stories for themselves alone. When we felt we had succeeded in that, we gave him as many excuses for buying them as we could think of, and a real reason why he must do it right away. And lastly, we made it easy. We sent him a post card that brought the books to him without cost or obligation for a week's free reading. We told him he could browse through them as much as he liked, see for himself how interesting, how invaluable, the books would be to him. *Then* decide!

You might think that would result in a heavy percentage of returned sets. But it did not. Our average returns of O. Henry sets ran around 10 per cent, and the highest they ever went was 14 per cent. That is not bad, especially since most of them came back in perfect condition needing only re-wrapping and re-boxing to be used again.

The payments, too, were good. Ordinarily we took the time to look up each order in our files and in the records of the Mail Order Credit Association, where the credit experiences of some fifteen or twenty companies are pooled. But when you are getting as many as 3,000 orders in a single day, you cannot always take the time to do this. So during the rush we shipped everything that looked good to us without investigation, and looked up only the doubtful ones.

Ordinarily we wrote off 30 per cent of our gross business

to cover returns, cancellations, collection expense, and losses. That our judgment was not so bad in picking the good orders is proved by the fact that we had to increase that 30 per cent by only **3** per cent during those two years of rush times, and the saving in time and clerical expense more than made up for that.

It is not safe to assume, as so many do, that 90 per cent of the people are honest. In the early days of selling by mail that was true, but people have learned how easy it is to get goods on credit by mail, and the unscrupulous ones have taken advantage of it. The result is that there has grown up a class of professional curiosity seekers and "deadbeats"—people who send for everything that can be secured without a down payment, and hold on to it until forced by threats of post-office action or court judgment to return it. The Mail Order Credit Association has records of more than 300,000 of these—men and women who have fleeced two or more of its members, and in some cases all of its members! *If* you guard against *these* persons, you can safely assume that 90 per cent or more of those who order your goods are honest—but not until then.

XIII

A War History That Sold

WHAT became of the tests on the War History and the Emerson Institute of *Efficiency*, while all this O. Henry selling was going on? You have probably asked that question several times while reading the last chapter. They were not neglected, you may be sure, even though they were outshone.

The Efficiency Course tests did only moderately well. We sold perhaps \$150,000 worth of them a year for two or three years, but never enough to get wildly excited about. Compared to the sales we were making on books, the results from the letters on this course pale into insignificance. But just as a sample of the "Success Course" letters, we give one of them here:

YOU'VE GOT TO HAVE MORE MONEY —

Living expenses—food, clothing, rent, amusements—have doubled or more than doubled in cost.

How can you increase your earnings enough to keep up with these increased costs? How, without speculating or gambling or changing your line of work, can you double or triple your income in a reasonably short time?

There is only one way you can do it—and that is by using ALL of your powers—100% of your abilities—instead of the 10%, 25% or 50% used by ninety-nine men out of a hundred.

Professor William James, one of the world's greatest psychologists, says: "As a rule men habitually use only a small part of the power which they actually possess. Compared with what

they ought to be, they are only half awake. Their fires are **damped**, their drafts are checked. They are making use of only a small part of their possible mental and physical resources."

SUCCESS, in short, is simply a matter of INTELLIGENT DIRECTION OF YOUR OWN POWERS. All the essentials of success are within you, **they** are simply awaiting proper development.

Our industrial captains, our merchant princes, our financial kings, our intellectual leaders—all started their careers with a mental and physical equipment no greater than that of the average man's. They made their success by using ALL of their powers instead of the small percentage utilized by the average man.

Now, be honest with yourself—what is the barrier that blocks YOUR progress to the things you most desire in life? What is it that keeps YOU from making more money? Isn't it INEFFICIENCY—to use to-capacity the powers with which you have been endowed?

Efficiency—100% use of your talents—would bring you immediate advancement—would enable you to double or treble your income, especially now when there is so great a demand for big men to fill the many big jobs that have been created or left open by the War. With Efficiency behind him, ANY man, regardless of previous training or education, can hold down the biggest jobs in the business world today. "Ordinary ability, properly developed," said Theodore N. Vail, President of the American Telephone and Telegraph Company, "is all that is necessary to reach the highest rung in the ladder of success."

That ability you have; the development must come through Efficiency. Properly directed, the latent ability in you will enable you to reach any height to which you may aspire—to realize ambitions that now seem impossible of attainment.

For anything that you have to do, whether it be the building of a skyscraper, the managing of an office, the winning of a bigger job, there is but one efficient way—one best way—of doing it. Efficiency will point out to you that one best way.

Efficiency is COMMON SENSE applied. It shows employers **how** to increase profits. It shows employees how to increase their earnings. It shows the professional man how to get more out

of the day's work and out of life. Efficiency, however, is a science with definite laws, and the average man is no more familiar with its vital principles than he is with the principles of any other science of which he has made no study.

In the Emerson Course you learn from a master of Efficiency the fundamental principles that are responsible for all success in life and business. Not only do you learn these principles but you receive actual training in their application.

Harrington Emerson is rightly regarded as the central figure of the world-wide Efficiency movement. He was the first to draw the attention of the nation to the elimination of industrial waste, first to formulate and apply the principles of Efficiency to industries, and first to conceive of the application of these principles to the individual.

For twenty years Emerson made notes and collected data for a Course in Efficiency for the individual. During this time he and his associates were in close touch with every scientific and technical advance, collecting and recording over 25,000 examples of modern progress in Efficiency.

Then for two years competent assistants travelled with him and aided him in building up the Course. When it was finally finished, after being re-written a dozen times, Dr. Walter L. Hervey of the New York Department of Education was engaged to go over the Course word by word with Mr. Emerson's assistants, to be sure that everything which modern scientific educational methods could add to it should be added.

Experts in home study courses and the science of Efficiency were engaged to organize the Emerson Institute, which watches over the work of the students, helps them over the hard places, incites them to give their best to the study and get the best it has to give; which answers any and all questions and insists on seeing that the Course really accomplishes Mr. Emerson's purpose.

Thousands of dollars in money and the time of some of the highest paid men in the country were freely spent in preparing the Course. It represents the knowledge and experience gained in forty years of work in over two hundred plants, many of them the largest of their kind in the whole world. For his work in just one of these plants Mr. Emerson was paid \$500,000, yet

we offer you the results of all his research and experience, made up into twenty-four lessons, for only \$1.25 a lesson—\$30 for the twenty-four lessons, payable \$1.00 with order, \$2.00 in one month, and then \$3.00 a month for nine months.

Examine the first three lessons at our risk. The enclosed order form will bring them, each one a week apart—subject to 30 days examination. Read them—try them out—if you are not more than satisfied with the results at the end of 30 days—if you cannot see where they will double or triple your earning power—send them back and your first payment of \$1.00 will be refunded immediately and in full.

Remember, Mr. Emerson is no mere theorist or dreamer. He is a wide-awake, world-famous professional man, one of the busiest business engineers in the country. In his very first big job, the savings effected reached the enormous sum of \$1,500,000 per year, while the amount paid him for his services was \$150,000. The Western Union Telegraph Company, The Gorham Mfg. Company, The Mutual Life Insurance Company, The Corbin Lock Company, The Yale & Towne Mfg. Company, and scores of other nationally known concerns have themselves subscribed to the Emerson Course in Personal Efficiency for large classes of their employees. The Scovill Mfg. Company of Waterbury, Conn., alone gave us a class of 324 men, for which they paid us \$11,080.80.

Merely attach your check or a dollar bill (which will be returned to you after you have seen the lessons if you decide not to go through with the Course) to the attached order form and mail in the enclosed envelope. The first lesson will go forward immediately and the next two will follow a week apart.

Remember, this order is simply an opportunity for the Course to sell itself to you. There is no sale—no obligation to keep it—until you have tried it out in your own home for 30 days and are satisfied. Just let us send the first three lessons for your examination.

But remember, too, in the great book of time there is but one word—"NOW"—SO send the order now while you think of it.

Sincerely yours,

The War History, however, did very well, and although it did not pay out on as large a number of lists as O. Henry, the lists on which it did work pulled surprisingly good percentages of orders.

Here again it was the scheme that sold rather than the copy. When I went with this publishing company, it had sold only 5,000 War Histories in over two years. In the next two, it sold about 70,000 at from \$17 to \$25 a set! It was not more effective copy that made all that difference. *It was the plan behind the copy.*

Retreat—Hell!
We Just Got Here!



For weeks the Germans had been driving ahead with irresistible force. They had broken through the British front for a gain of sixty miles. They had smashed into the French lines thirty miles deep. All that stood between them and the outer forts of Paris was one hard-pressed, hard-fighting line of French poilus.

And then, just when even these gallant fighters could stand no more—just when the ragged line was beginning to buckle and sway and give way—came the roar of camions, the thunder of marching feet, and through the mist and battle smoke swept the long lines of Americans—fresh, eager, exultant at the chance to get at the foe.

fold that the order had gone forth to retreat—
"Retreat, Hell!" they cried. "We just got here!"
And smashed ahead at the astounded Germans—broke them

utterly—stormed through them—and didn't stop until they had won back not merely the ground that had been lost, but the very ground the Germans had started from!

Was it any wonder that even the famous "Prussian Guard" recoiled from such "shock troop" as these? Was it my wonder that their dash, their enthusiasm, their utter carelessness of obstacles or dangers made all Europe stand aghast?

Who Was There That You Knew?

Were you with those "boys" in France? Were you in the Argonne? Did you help break the Hindenburg Line? What about Chateau-Thierry—Cambrai—St. Mihiel—were you there? Was your "boy" in that bitter fighting?

Whether you or your "boy" was in the war, you will want the record of those gallant fights, for yourself, for him, for your children. You will want the whole story of the war.

The whole truth, the whole wonderful story has never been published in any newspaper, book or magazine, but now, at last, it is yours in final form, complete, authoritative, from the beginning many years ago to the victorious end. There in France—on the battlefields—in the headquarters—hearing—seeing—knowing—was a man who caught all the spirit—all the facts—all the truth of the World War and preserved them forever in a form that will never die—

History of the World War

Now Complete in 5 Magnificent Volumes, Size 10½ x 7½ x 1½"—1,000 Illustrations

We had been trying to sell the books as the most graphically interesting and authoritative history of the war. And they wouldn't go. Why? Because the war was but recently over and most people felt, rightfully enough, that the facts were not all out yet and that they would wait to get their history until the real, inside story was available. So we had to find a reason why they should order at once.

We found it in a premium: six little volumes of intensely interesting true stories of the war. We offered them free if the reader would send in his order at once. What happened? Instead of 5,000 sets in more than two years, we sold nearly 35,000 in less than one year!

Then the sale dragged. What should we do? What had succeeded on O. Henry? A last-chance offer? So the second year we made it "Your last chance to get True Stories free!" and sold another 25,000 sets!

After the sale was all over, and neither "True Stories" nor any other premium seemed able to resurrect it, we still sold about 10,000 with the old standby—the damaged-set letter. That is one letter that has never failed us after any big sale. We used it on O. Henry, we used it on the *Photographic History of the Civil War*, we used it on the War History—and later, as you will see, it worked just as successfully on traveling bags, and even on bed blankets for the Warren people!

You see, in selling any big stock of books, you are bound to accumulate a large number of "rubbed" or slightly damaged sets, perfectly good in every respect except that they cannot be sold as new books. Many of them have had the corners "bunged up" in being returned by customers after examination. Many others have a page torn or are thumb marked, but for all practical purposes they are as good as new books. They form the basis for the damaged-set sale.

The trouble with us usually has been that these damaged-set sales so far outpulled any ordinary circulars that the orders kept rolling in long after the damaged sets were gone. On the War History, for instance, we actually had some 3,000 damaged sets, and we got about 10,000 orders! Those extra orders were not costing us anything, so it really was profitable to fill them with brand new books rather than turn them down!

This reminds me of a time when we were holding a similar sale at Warren on traveling bags. As usual, we received

many more orders than we bargained for. One day the shipping clerk happened to come through my office. "How are the damaged bags holding out, John?" I asked him. "Oh, we're getting enough," he said, "but," he confided, "I'm getting darned tired kicking holes in the sides of the packing cartons just to make those bags look damaged!"

Here is the type of letter that caused all this "trouble":

A FEW IMPERFECT SETS AT A BIG DISCOUNT!

DEAR SIR:

In the rush and excitement of selling, in two years, 75,000 sets of the *History of the World War*, there was no time to pay attention to technically imperfect or slightly injured sets, except to lay them aside as they appeared.

Some of them were wrongly bound, some slightly damaged from stockroom handling—so slightly that you would have to make a close inspection to discern the damage, but still—you know how it is—they cannot be sold as perfect books.

So rather than send them back to the bindery and give the binders the profit of re-binding, we have decided to let the advantage go to a few book-lovers—to people like yourself who love good books for the books' sake and not for trifling details about them—and to offer these magnificent sets at **30% off** the regular price!

Only 157 Sets Left!

We have just 157 sets of these books to sell at this low price. When they are gone, it will be impossible to get the *History of the World War* at less than its regular price, but while these few sets last, you may have one of them at this big discount and you can pay for it in little, easy monthly payments.

Every set we guarantee to be in satisfactory condition. **In** some cases only one volume is not quite perfect. But as only **a** definite number of sets were contracted for with paper maker, printer and binder, one "hurt" volume means that a whole set **is** technically "damaged," even though four volumes are absolutely perfect, and in some cases it takes an expert to find anything wrong with the fifth.

In one case the binder made a mistake, and bound certain volumes of a set with gray linings and the other with blue linings. For all practical purposes these sets are perfect. Some subscribers might even prefer blue and gray linings, as sheets and covers are mainly without a blemish.

We will, of course, ship the books subject to your approval, to be returned at our expense if not satisfactory; — we always do that.

Signing and mailing the enclosed card puts the burden of proof upon us and incurs not the slightest obligation.

But you must act at once—there are only 157 sets left—and the best ones will naturally go to those who reply first. So sit down right now and put your name on the enclosed card and drop it in the mail!

Very truly yours,

How is it that a letter which sells histories and O. Henry stories in unusual volume is just as successful in selling bed blankets and traveling bags?

Because the one constant factor in selling is human reactions. We seldom try to sell merchandise. We sell ideas. And my experience has been that a fundamentally sound idea that will sell books in great volume will be just as successful in moving traveling bags or bed blankets or any other merchandise, if properly adapted to them.

The adapting is the job. Many writers make the mistake of thinking that if they copy the **wording** of a successful letter, their letter is bound to pull too. There is no bigger mistake. The wording counts for little. It is the way you adapt the idea back of the successful letter that counts.

The best illustration of this I have seen was at Warren. A couple of men who had been with the Warren company for several years—one in the advertising and the other in the list department—felt that they had all the information they needed as to copy, lists, and products, and started a rival mail order company of their own, getting a local merchant to **back** them.

They used the same lists of names the Warren company had been using, they copied letters and circulars almost word for word, they offered the same products—yet from the very beginning they were a failure. And in a couple of years they passed completely out of the picture. Why? A dearth of ideas. They thought mere words could do the trick. Words are empty sounds. It is the images back of **them** that count!

XIV

Books That Many People Know

NOT ALL THE SETS published by this New York publisher ran into such sales figures as \$1,000,000. The O. Henrys and War Histories are rare birds, and fortunate indeed is he who gets hold of them. There has to be something remarkable about the work itself, as a rule, although it is even more important that there be something remarkable about the advertising, as Nelson Doubleday proved when he took an ordinary book of etiquette and sold a million copies of it by extraordinary advertising.

Not every book will lend itself to such a sale even with the finest advertising, but the sale of any book can be greatly stimulated by the proper kind of advertising. It is merely a matter of finding the primal human motive to which your book appeals—be it love or gain or fear or ambition—and then directing your appeal at that motive.

When I went with this company, it had on hand about 5,000 sets of Rudyard Kipling, the left-overs of a big sale several years earlier. The sale over, Kipling had languished for a while. But a new letter brought it promptly back to life, and the 5,000 sets changed hands in a few weeks' time. Not a large matter, of course, but every \$150,000 sale helps by that much to swell the grand total.

We could have sold a great many more, but manufacturing costs had gone up so much that we hesitated to put a lot of

money into a set of books that had, for a while at least, been so hard to move. Here is the letter that moved what we had:

The long winter evenings are here.

Do you want to make them different this year—want to get more pleasure and profit out of them than ever before?

If you do, then you want something we've got. This is the first letter telling our friends about it. It is the complete works of Rudyard Kipling, the greatest living writer and poet—the first complete collection ever published of all his wonderful stories, tales, and poems.

And in every single story throughout the 4,500 pages, there is a thrill for you—some mystery of old India, some human tangle that keeps you enthralled until the last word is told—some tale of love or war.

It may be the story of Hans, the blue-eyed Dane and Anne of Austria—it may be about the spy that got aboard an English battleship and the glorious joke they played upon him. It may be a tale of the old Irish who took Lungtungpen, naked as they were born.

It may be one of his stories for children—about Wee Willie Winkle, who marched out alone to fight an Indian tribe—of Mowgli, and man-cub of the Jungle—or Kim, the most precious little imp that ever walked in the pages of a book.

Or, it may be one of his immortal poems that have the lilt and the swing of a martial song—"The Recessional"—"If"—"East is East and West is West"^w—but there are hundreds of them.

But whatever one it is, if it's by Rudyard Kipling it is a wonderful story or poem—one that will jolt you right out of yourself and into another world and won't let you go until you have finished it.

There are *GO* thrilling stories and **35** splendid poems—the whole beautifully bound in silk cloth, in twenty-five volumes with gilt tops and gold lettering on the backs.

Let us send these twenty-five volumes to you at our own expense for a week's free examination. The enclosed card brings them to you by prepaid express. If you like them you can send us \$1.00 at the end of the week and then \$1.50 a month for 19

months. If not you can return them without question, at our expense.

Remember, there is no sale, no obligation to keep the books until you have tried them out for a week in your own home and are satisfied. Just let us send them to you for a week's examination.

But remember too, that paper is so scarce that we were able to get only enough to bind up 5,000 sets and it may be months before we are able to get enough more to bring out another edition, so if you would be sure of getting a set at the present low prices, put your name on the enclosed card NOW and drop in the mail.

Yours truly,

Another set that had been gathering dust on the shelves for a number of years was the Spanish and Italian Romances. These never had done well. We had about 3,300 bound sets on hand, and enough unbound sheets to make about 5,000 more. With the following letter we cleaned up 3,300 sets at \$10.50, then bound the 5,000 sheets and closed them out at \$4.98. Considering that the stock had long since been written off, there was a goodly profit in the sales at these prices, especially since the cost per order proved to be very low.

WHILE THEY LAST—53% OFF!

*The mind, relaxing into needful sport,
Should turn to writers of an abler sort,
Whose wit well managed, and whose classic style
Give truth a lustre, and make wisdom smile.*

COWPER

DEAR READER:

You know how everyone loves a good story, how young and old alike will listen wide-eyed to tales of mystery or romance, to stories of love or adventure.

Here is your chance to get the stories on which the literature of a dozen languages is based—AT A DISCOUNT OF 53%.

In cleaning out our stock-room to make ready for the big new edition of O. Henry soon to be delivered, we found that we had left over several hundred sets of the famous *Tales from the*

Spanish and Italian, only one limited edition of which has ever been printed.

The finest flower of four centuries of Spanish imagination, the choicest masterpieces of six hundred years of Italian story-tellers, have here been gathered together into one complete set of eight volumes, beautifully illustrated, bound in silk cloth, and stamped in gold. From Cervantes to Ibanez, from Boccaccio to D'Annunzio, the greatest story-tellers of Spain and Italy are here represented by their most delightful works, more than half of them now presented to English readers for the first time.

These eight volumes were made up to sell at a price of \$15.00. In the post-war deflation, that price was reduced to \$10.50, and three thousand sets were sold at that figure.

Now there are only some few hundred left—not enough to advertise in our usual way. So, while they last, we make you this offer:

Mail the enclosed card, without money, and we will send you these eight volumes at 53% less than the \$10.50 price — \$4.98.

There's no margin in that for collection expense, as you can guess, so we ask you to pay the postman or expressman your \$4.98 when the volumes reach you. If, after reading them for a week, you are not entirely satisfied—if at the end of that time you are not convinced that this is the biggest book bargain you have ever had—send them back at our expense and your \$4.98 will be refunded immediately and in full. There are no strings to this offer. The \$4.98 is yours when you want it.

But remember, there are only some hundreds of these sets left, and they will not last long. So send your card NOW — this minute! This is your last chance!

Earnestly yours,

With the foregoing letter, we sent a six by nine inch, four-page circular. At the top of the first page was the picture of a fine-looking man with a beautiful girl in his arms. Caption and copy follow:

The Fateful Kiss —

At first he thought it a stupid joke—then a horrible mistake. But it was neither, for this girl—this woman he had asked to

be his wife—had set him a task so grotesque, so cruel, that it made his blood run cold.

Madly he had loved her—boldly he had wooed her—but all in vain. Her heart seemed made of stone. Then in desperation he had vowed to do any deed she might ask of him if she would grant him one kiss. And this was her answer—

If you would hear a story so weird, so strange as to be almost uncanny—if you would know what desperate motives can ravage men's minds and women's hearts—read this story of a man's love and trial. It is just one of the 159—

TALES FROM THE SPANISH AND ITALIAN

The Source of the Greatest Literature in All Languages
Here are the original stories that Shakespeare dramatized in "Romeo and Juliet," in the "Merry Wives of Windsor," and a dozen other plays that have charmed and delighted audiences without number. Here is the dramatic tale which is renowned the world over in "Cavalleria Rusticana." Here is Boccaccio's "Patient Griselda" which Grimm, Anderson and even Chaucer have retold in various forms. Here is the original of Longfellow's "Tales of a Wayside Inn."

Here, too, is "The Hunchback," which has appeared in every language of Europe; and "The Three Blind Beggars," which has been retold time and again for the past thousand years. In short, here in this set are the original stories on which the literature of a dozen languages is based.

The circular went on to tell of a score of other stories that had been retold in popular style by famous authors of a dozen lands, and on the inside pages gave a few tense situations from them, like "The Fateful Kiss," each leading into a description of the other stories in the set. The last page was devoted to the bargain offer and the fact that this was really the last chance the reader would have to get the books at any price. It ended with the usual urge to use the post card to send for the books for free examination.

Here are two letters of a different type, offering Bruce

Barton's *Man Nobody Knows* and *The Book Nobody Knows*:

DEAR READER:

Jesus Christ "the founder of modern business?"

Jesus a master of efficiency in organization, a born executive?

Jesus a sociable man, a cheerful, bright companion with a pat story on His lips—an outdoor man with clear eyes and hard muscles?

Jesus wording the best advertisements ever written?

Yes, this is the Jesus Christ now being introduced to hundreds of thousands of business men and busy women by Bruce Barton.

Barton is himself a brilliant, successful young American business man as well as a writer. In his book *The Man Nobody Knows* he brings to us, in our daily work, a Jesus we never knew before, one who set examples for us, not in some ideal and impossible way but in our job, managing a bank or clerking, selling automobiles, doing professional work—furnishing something of service.

This is one of the two books Bruce Barton has written which are storming the imaginations and hearts of people everywhere—proving sensations on the movie screen, quoted from in a thousand newspapers, read eagerly by hundreds of thousands of alert, successful men and women, overjoyed to find that so far from being a figure apart from their lives and daily work—sadly incompatible with them—Jesus Christ is one they can like, talk to, work with, get lessons from, even in the very technique of their craft.

This is one of Barton's two books; the other, *The Book Nobody Knows*, deals, of course, with the Bible.

In the same way Barton has brought the Old Testament into our lives and jobs and present-day thoughts and standards.

Think of it! A million men and women doing the active work of the world, suddenly finding Jesus Christ and the Bible close to them, useful, part and parcel of their daily lives and of human endeavor to succeed!

Barton's two books interest and aid the rich and powerful; they help any cub salesman to get orders for shoe polish—

and to work on principles that lead him toward riches and power.

Now, you who have thought of Christ as an ascetic, a mystic, a physical weakling, a "Man of Sorrows," will want to meet this cheerful, able founder of "modern business." If you can read only two books more in your life, these two must be the ones, etc.

Sincerely yours,

DEAR NEIGHBOR :

Will you set me right on one point about yourself:

I'm wondering if your idea of the Christ is like that of most people—a "Man of Sorrows," sent to this earth to undergo certain sacrificial experiences, glad to get them over with, looking forward always to getting back to His heavenly home.

That is the idea of Jesus that most people have. That is the idea of Him that many teachers have fostered. But *it* is not the idea of Him *that* a careful reading of the Gospels will give you.

A physical weakling? Ascetic? Anaemic? Jesus was a successful carpenter in a day when tools were few and sheer strength took the place of winches and pulleys.

A "Man of Sorrows"? He made people happy wherever He went. The sick, the poor, the sorrowful—all flocked to Him and were sent away happy. Little children loved Him—and were joyous and happy with Him. He was the most popular dinner guest in Jerusalem!

A failure? Why, he was the founder of modern business! For what is the watchword of the successful business of today? What but Service?

And 1900 years ago Jesus preached on the shores of Galilee—"Whosoever will be great among you shall be your minister. And whosoever of you will be the chiefest, shall be servant of all." Is there one word of that which does not apply to the well-run modern business? Yet most people think that this idea of giving more than you are paid for is a new idea! It is simply that the world is only now waking up to the practicability of Jesus' teachings.

For years people have had the feeling that what a man did on week-days was somehow contaminating. That Church on Sunday was to wipe out this stain so that he might make good in

the hereafter. When the fact is that what really counts is not the things you profess on Sundays—but the things you practice on week-days!

That is what modern business is coming to believe. That is the spirit that animated all of Jesus' words and actions, as portrayed in the most interesting, the most talked about story of Jesus ever written—

The Man Nobody Knows

By Bruce Barton

With its companion volume—*The Book Nobody Knows*—it has taken the business world by storm. It shows Jesus—NOT as a "Man of Sorrows," not as a meek and lowly "Lamb of God," but as the greatest of all figures in History, as the Practical Ideal of the modern business man.

"I came that ye might have life and have it more abundantly."

He differed from the Prophets. He differed from John the Baptist. He brought a new idea into the world—that changed the whole current of History. Would you know what that idea is? Then read these two great books.

They tell you of the greatest thought ever conceived. And it is to further that thought that we have arranged with Bruce Barton to offer his two inspiring books, etc.

The circular that accompanied these letters was based on the belief that Jesus was not merely a mighty teacher, but a powerful figure of a man as well. The illustration on the first page showed Jesus driving the money-changers from the Temple. And here is how the copy read:

Was Jesus a Physical Weakling?

The painters have made Him look so—but He swung an adze and pushed a saw until He was thirty years old. He walked miles every day in the open air. He drove a crowd of hard-faced men out of the Temple. He faced Jewish hatred and Roman power without a tremor.

BRUCE BARTON brings Christ within the range of a reasonable faith. He paints a new picture of Him—a sincere, reverent.

constructive picture of the personality that H. G. Wells names first on the list of the greatest figures in history.

If there is a young man in college or in business to whom you would like to make a gift that will give him a thrill, send him these remarkable books. Every employer in the U. S. ought to send copies of these books to the ten most valuable men in his organization. They would give them a new thrilling conception of modern business. For, as one newspaper put it—"Here is a story of Jesus that makes the modern man sit up and take notice." Barton gives you a Christ you can accept, regardless of your creed.

On the inside pages of the circular were other pictures of Jesus, one showing him at work as a carpenter, another with little children gathered around him. Underneath, on page two, was a description of *The Man Nobody Knows*, and on page three, of *The Book Nobody Knows*. The last page was devoted to the special offer, the bargain, and the urge to send the card—to look over the books in the privacy of your own home, to see for yourself, without cost and without obligation, how interesting, how valuable they were. Only then need you decide. If for any reason you did not care for them, you could send them back and be out nothing.

On another occasion, we made our appeal to a quite different type of reader—the man of thirty-five, forty, or forty-five who feels himself beginning to slip a little, who is no longer as vigorous and full of vitality as he would like, whose muscles are flabby, and whose hair is beginning to thin.

How could we pick him from the mass of humanity that reads the papers and books and magazines? He is no longer interested in muscle-building as such. He wants his ease. But he also wants health and vitality and vigor enough to enjoy life as of yore. So we secured for him a Course of Lessons fathered by the Life Extension Institute, and with it as our only bait we landed some 50,000 readers for our magazine.

*A MESSAGE TO YOU FROM THE GREAT MEN OF
MEDICINE!*

Do You Know?

- The five elementary rules of right living?
- The ten guiding principles of exercise?
- What exercise will keep you in fit condition?
- What a normal man should be able to do?
- When sunshine is injurious?—When it is Nature's most powerful drug?
- What causes colds?
- How to escape them?
- How to cure headache?
- What the muscles need most?
- What exercise is necessary for women?
- How fresh air concerns the skin?
- How a watering mouth affects digestion?
- What are the vitally important vitamins?
- When to take hot or cold baths?
- The body's danger signals?
- What the heart needs most?
- How the eyes may be rested?

GOOD-MORNING, SIR:—

Remember how you used to plough through great masses of work day after day and month after month, cheerily, enthusiastically, with never a sign of tiring or nervous strain? Remember how you used to enjoy those evenings, starting out as fresh from your office or shop as if you hadn't just put a hard day's work behind you?

No doubt you've often wondered why you can't work and enjoy yourself like that now, but solaced yourself with the moth-eaten fallacy that—"As a man grows older he shouldn't expect to get the same fun out of life that he did in his earlier years."

Poor old exploded idea!

Youth is not a matter of time. It is a physical state. You can be just as brisk, just as active, just as light-hearted now as you were ten or twenty years ago. Genuine youth is just a perfect state of health. You can have that health, and the boundless energy and capacity for work or enjoyment that go with it. You can cheat time of ten or twenty years merely by taking thought, by learning a few vital facts about your body—how to eat, how to sleep, how to exercise right. You need no painful, lengthy exercise; no weary diet; just to live a sensible life.

Modern science tells us that old age is merely our name for the **gradual** poisoning of our bodies. Aches and pains burrowing

and creeping through the body, a relaxed abdomen, deepening lines on the face, jangling nerves, a haunting feeling of dullness and gloom—these outward signs indicate that actual poisons are being deposited in blood, tissues, and joints; if we eliminate them, we go far towards eliminating old age; but if in our happy-go-lucky way we allow the poisons to remain in the body, we look old and feel old no matter what our age.

For the first time in the history of medicine the leading physicians and scientists have given their time, study, instruction, and praise to a great popular work that embodies the very latest medical research and science. For the first time the world's greatest specialists have written down in simple, understandable language what you must do to build up a live, strong body, muscular, upstanding—to get that virile feeling of red-blooded energy and enthusiasm that comes only from perfect health.

The Life Extension Institute Course in Physical Training Tells You—Free—How to Sweep the System Clean of Poisons, How to Get Well, Stay Well, and Have a Body You Can Be Proud of.

For two years the Life Extension Institute, which has secured through its Hygiene Reference Board of 100 leading Physicians and Scientists the most comprehensive and tested knowledge on these subjects, worked with the editors appointed by the Blank Company to get all of the scientific facts in logical order, written in such simple, understandable language that even the busiest man could instantly grasp its meaning.

Thousands of these Courses, made up into fifteen complete lessons, were sold to business and professional men all over the country at a price of \$18.00, and if you could see the letters that come to us every day, telling of renewed health and vigor, of happiness and content brought back into troubled homes, you'd readily believe that they were well worth the price.

But fifteen lessons were too many for a really busy man, so we have condensed all the essentials of the Course into seven interesting, meaty lessons.

Some friends have told us that we ought to charge \$15 to \$20 for this Course—that people would rather pay such a sum than get it free. They repeated the old story of the man who



Build a Body You Can Be Proud Of

DO you remember the story of the sculptor Pygmalion. How he made a statue of ivory so beautiful that a woman who saw it envied it so that he fell in love with it himself. So he spent flowers and jewels, spent day after day after it, until finally he breathed life into it.

all these you can have if you will but Nature's few fundamental laws

are in tune, when your every vital blood circulates freely through every impurities are thrown from your body. There is no such thing as constipated liver, headaches

yourself for a moment. Are you tired and full of vim? Do they do all when beg for more? Can you eat

in fault. You can have a body smooth and fine of texture, You can be the man you have only by learning and practicing the principles of right living given in

**The New Course In
PHYSICAL TRAINING, HEALTH FREE
AND LIFE EXTENSION**

7 Lessons

REVIEW OF REVIEWS CORP. 30 Irving Pl. N.Y.

I accept your offer. Please enter my subscription for the Review of Reviews of Reviews Course in Physical Training, Health and Life Extension, complete in 7 Lessons FREE.

Of send 25c. in stamps.

I enclose 25 cents for my first payment and agree to make further payments of 50c a month for 12 months, which is the regular subscription price for 18 months of the magazine also. If I am not pleased with the Course, I will return it promptly and cancel this order.

Name _____

Address _____

PATENTED

Physical Extension FREE!

For two years the Life Extension Institute, which has secured through its Hygiene Reference Board of 100 leading physicians and scientific men the most comprehensive and tested knowledge on these subjects, worked with the editors appointed by the Review of Reviews to all of the scientific facts in logical order, written in such simple, understandable language that even the busiest man could instantly grasp its meaning.

Officers and Directors of the Life Extension Institute

<p>HORACE A. MOSES Pres. Strathmore Paper Co.</p> <p>PROF. IRVING FISHER Chairman Hygiene Reference Board</p> <p>EUG. LYMAN FISK, M.D. Medical Director</p>	<p>HAROLD A. LEY President</p> <p>JAMES D. LENNEHAN Secretary</p> <p>ROBERT W. DE FOREST Vice-President American Red Cross</p>	<p>HAVEN EMERSON, M.D. Prof. of Public Health Adm. Col. of Phys. & Surg., Col. U.</p> <p>ARTHUR W. EATON Pres. Eaton, Crane & Pike Co.</p> <p>HENRY H. BOWMAN Pres. Springfield Nat. Bank</p>
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"IF THE DARNED FOOLS ONLY KNEW"—said Roosevelt

Theodore Roosevelt said in 1877, "The habit of chest-beating, which is the only habit of right living, has learned how to run his body machine and became the wonder of the world for efficiency, endurance, working power, joyousness in life—with muscles like a prizefighter's. 'If the darned fools only knew enough to take proper exercise,' he said, 'they would eliminate all their ills and develop into splendid economic forces for the future.'"

formulated the few simple rules of right living—what and how to live. They show you how to build up a body, full of life, full of energy and virility, backed up by a sound mind.

Navy, several Ex-Presidents of the American Medical Association, leading Professors of Medicine, Commissioners of Public Health, and publicists and educators interested in public welfare. Also an advisory board of leading foreign Extension Institute and its

stood on London Bridge trying to give away gold sovereigns, without takers. But we have too much faith in the intelligence and alertness of the kind of people who want to read our course to believe that they will refuse a thing of great value simply because they are not asked to pay a lot of money for it.

When a man or woman receives this Course; uses it, gets health,

happiness, and efficiency from it; realizes that it has brought, in concise, easily understood, attractive terms, what science has learned to date about developing his body, about proper habits, about what to eat—he "swears by" it and the magazine that brought it to him. And that is all there is of value to a publishing property—a body of people who "swear by" it.

Just put this squarely up to your own good judgment. You want to look your best all the time; you want a lithe, strong figure, broad-shouldered, up-standing; you want muscles tough and springy, that will do all you ask of them and then beg for more; you want that feeling of red-blooded energy and enthusiasm that comes only from perfect health. Here in this Course you can get them—not from any quack remedy, but from the sound principles worked out from the vast experience of the greatest Scientists and Physicians of the day.

To prove it, all you have to do is to fill in, sign, and mail the enclosed card. At the end of a week, you can return the Course IF YOU WANT TO. Try it out! Never mind what we say it will do for you. FIND OUT! It's easy. Just send the card.

Irvin Cobb was another author whose books sold well. Here is a typical letter:

*"Extra! Extra!
All About the Great Reduction!
1/3 Off Irvin Cobb!"*

FRIEND:—

What is it that makes people love the spontaneous humor of Mark Twain? What is it about Bret Harte's stories that made him an imperishable figure in American letters? What is it in Poe's grotesque tales that makes you read and re-read them, though the chills run down your spine, and your blood runs cold with horror?

Isn't it that one infallible mark of genius—the masterly blending of humor, tragedy, pathos, and romance, that comes to but one or two story-tellers in a generation?

Now has come to us Irvin S. Cobb. Take the joyous humor of Mark Twain, the subtle feeling of Bret Harte, the gruesome talent of Poe — mix them together, then add a touch of O. Henry --and you begin to get some idea of his sparkling genius.

Robert H. Davis, Editor of *Munsey's*, said of him—"Cobb writes in octaves, striking instinctively all the chords of humor, tragedy, pathos and romance. If you desire a perfect blending of all that is essential to a short story, read any of Cobb's stories. In Cobb we find Mark Twain, Bret Harte and Edgar Allen Poe at their best."

Cobb is Mark Twain's logical successor. He mixes humor and sage reflection as intimately as the cook mixes the ingredients for the stuffing in the turkey. He has made more people laugh than any man since Twain's day. In his touches of human interest, in the subtle play of his wit and humor, in his vivid portrayal of the life and character of everyday people, his homely tales are little masterpieces.

The First Uniform Edition!

Hundreds of thousands of Irvin Cobb's books have been sold in all styles and bindings. His humorous contributions have been running for years in the biggest magazines and newspapers all over the country. But there has never yet been brought out a single uniform edition of all his fascinating tales and humorous stories. Now for the first time you can get them—76 different stories, humorous, homely, lovable, serious, grotesque.

We have had his 18 books re-set in new, clear type, bound them up into 10 library volumes in a handsome uniform binding, and now offer them to you in a limited Introductory Edition at—

40% Off the Regular Price

The little folder enclosed shows you the 18 volumes you get—lists for you the 76 stories. Send for them. There is no cost—no obligation to **keep** them—until you have looked them over for a week in your own home, *and are satisfied!* Then—and then only—you can send us the first small payment of \$1, and thereafter \$1 a month for only eleven months.

Merely put your name and address on the enclosed card and drop it in the mail. The books will be sent you at our expense. *Do it now*, while this small Introductory Edition lasts, while you can get this complete set of all his entertaining stories, all his wit and humor, at *40% less than their regular price!*

The card commits us only—**NOT YOU!** *Use it!*

Yours in waiting,

A picture of a pretty nurse occupied most of the first page of the small circular we sent with the Cobb letter. The headline under it read:

Speaking of Operations—

The inside page showed a humorous drawing of Irvin Cobb in a doctor's office, followed by a description of him. It then gave the following bit of his history:

Born in Paducah, Ky., of an old Southern family, he started **out** as a reportorial cub at the age of sixteen. At nineteen he was the youngest managing editor of a daily paper in the U. S. Coming to New York a few years later, he got a job first on the *Evening Sun* and later on the *World*, where for four years he supplied them with comic features, to say nothing of a comic opera, written to order in five days!

At about this juncture in his career, Cobb's mind wandered back to his old home town. In a figurative sense, he opened the door of the past, reached in and took out some of the recollections of his youth. These he converted into "The Escape of Mr. Trimm," his first short fiction story. It appeared in *The Saturday Evening Post*. The court scene was so minutely perfect in its atmosphere that a Supreme Court Judge signed an unsolicited and voluntary note for publication, in which he said that Mr. Cobb had reported with marvelous accuracy and fullness a murder trial at which His Honor had presided.

Gelett Burgess, in a lecture at Columbia College, said that Cobb was one of the ten great American humorists. Cobb ought to demand a recount. There are not ten humorists in the world, although Cobb is one of them.

The inside of the circular when it was fully opened went on to describe some of Cobb's stories, listed the names of all of them, and gave some fine comments on them from the book reviewers of various newspapers. It ended, as usual, with the bargain offer, the hurry-up, and the urge to browse through them for a week at no risk or expense, simply by signing and mailing the enclosed card.

In all of these you will notice a similarity of treatment, the

circular being used in every case to support and lend greater interest to the letter.

As we see it, a letter, circular, and card are just an advertisement, divided into its component parts. An advertisement must compete with all the items of interest around it—with current news, with good stories, with timely photographs. So it puts an arresting illustration at the top, it uses a startling headline to get people to read on, and it saves its reasons why and its hooks and bait until the last.

Put that same advertisement into an envelope just as it stands and it will not pull one-fourth as well as when **split up** into letter, circular, and card. It requires a letter with it to carry the load. The circular may be used to win interest, and for this purpose the advertisement's headline and illustration are transferred to it, but the reader turns to the letter for his real reason for ordering, and unless you have your hook in it, your chance of getting his order is slim.

We have had an occasional circular that overshadowed the letter, but when it does, it is well to examine your letter and see what is wrong with it. Usually you will find it is weak. For, as a general rule, your letter will account for 65 to 75 per cent of the orders you get, your circular for 15 to 25 per cent, and your post card or order form for 5 to 10 per cent.

There are variations from these figures. of course. but if you expect big results from your mail efforts, look to **your** letter for them. **If** the stuff is not in it, you **will** never **get** the results.

XV

How Wells' Outline Was Sold

WHEN H. G. WELLS' Outline of History was offered to us, the bookstore sale of the two-volume set at \$10.50 had already reached 50,000 sets. But it had begun to wane a little, so Macmillan was about to bring out a one-volume edition at \$5. At the time they did so, they offered us the chance to sell it in combination with a subscription to our magazine—but to do so, we had to agree to sell 83,000 sets within two years, and pay \$25,000 advance royalties to bind the bargain!

Selling 83,000 of anything in two years is quite an undertaking, especially when the royalty must be paid whether you succeed with the sale or not. So there was some hesitation about accepting the proposition. It was finally decided to accept, provided we could first have sixty days in which to test for ourselves the possibility of the sale. This Macmillan agreed to, so we went to work.

At the very beginning there was quite a divergence of opinion as to how Wells could best be sold. The newspapers had reviewed the history far and wide, and their comments generally were so complimentary that it was felt by some that this was one case where no special effort need be made to sell—all we had to do was to remind people of everything the newspapers and magazines had been saying about Wells, then tell them that here was their chance to get this marvelous history, of which 50,000 copies had been sold at \$10.50, *for a third of that price!*

Those who felt that way were so sure of their position that a letter and circular were written along these lines, and some 10,000 of them were tested. Here is the letter:

WHAT?

H. G. Wells'

"*OUTLINE OF HISTORY*"

At One-Third The Original Price!

DEAR SIR:

Suppose a vote were taken of all English-speaking people as to what book of this entire generation is at once the most fascinating reading, the most useful to the reader, and the most important to mankind at large. That—

H. G. Wells' "Outline of History"

would not only head the list but have more than twice as many votes as its nearest competitor is almost too easy a prophecy; we wouldn't take up your time to say such an obvious thing except for the following fact that interests you personally:

Mr. Wells' big ambition for this epoch-making work is that it should go to the million readers who would revel in it and get a new conception of their human race and their job in the universe—as well as to the hundred thousand who can afford to pay \$10.50 for such a book and who have done so.

Why This Offer Can Be Made

To this end, to enable us to offer the new edition just out, revised by him, *to Blank Magazine's subscribers only* for a really low price, and payable in small instalments at that, Mr. Wells has agreed to take, on this edition only, *just one-seventh of the royalty paid on the former two-volume edition.*

That this is the most important book distribution this magazine, or any other, has ever made, shows on its face.

We confidently expect to be overwhelmed with orders that will sweep off the entire edition we have contracted for.

We have, therefore (to maintain the balanced proportions of our subscription list), assigned so many copies to each State, and the order form enclosed herewith is for YOU, is numbered, is not transferable, and is not good after ten days from its

receipt unless there are copies of Mr. Wells' masterpiece not yet applied for.

"The Common Adventure of All Mankind"

Wells' History, starting with the empty dawn of things, tells you in absorbing story the common adventure of all mankind—the growth, not only of peoples, but of all nature and life.

Perhaps you do not realize that with all the colossal scope of The Wells History you are brought closer, face to face with the great characters of history than you or anyone else ever came before.

Alexander the Great, Caesar, Cleopatra, Mahomet, Charlemagne, Napoleon become real persons, introduced by Wells, and if you do not get some of the heartiest laughs of your life in meeting them face to face, we miss our guess.

The Blank Magazine Begins Where Wells Leaves Off

The Blank Magazine, for a quarter century the most widely read monthly of current events in the world, takes up for you where the Wells History leaves off and pictures your own and world history for you, monthly, for the rest of your life.

It gives you the things you want to know about the world today. It takes from all the great newspapers and magazines everything worth while and repeats the gist of it to you. It ties together the important happenings, puts them in their proper sequence, shows you their relation one to another so clearly, so interestingly, that you wonder how anyone can think himself well informed who sees only the fragmentary reports in the daily news.

*No Money — No Risk — but **Hurry!***

Read the enclosed circular to understand why this is the most talked of and most praised work of our generation.

But most important — sign your name to the enclosed card; that is all. The signed card makes sure you benefit by this edition and Mr. Wells' scaling down of his royalty to one-seventh of its former size.

It makes sure the great 1,200 page book, full of maps and illustrations, is sent to you, charges paid, and you have the full

privilege of returning it within five days after its receipt with not a cent of cost for the opportunity of looking it over.

There are no strings to this offer—your order won't stand unless you want it to.

But send the card now — without money. Tomorrow may be too late!

Sincerely yours,

With this letter went the circular entitled "The King of Modern Writers," the first page of which is reproduced on page 144. The circular was a four-page, eight by eleven folder, filled with glowing testimonials and description of the *History* from almost every book reviewer of note in the country.

The results of the test were so disappointing, however, that if our second test had not been entirely printed and ready for the mail, we should have abandoned the idea of selling Wells then and there.

You see, testimonials alone will not sell books by mail. You need more than that to arouse the interest of the average reader. It has seemed to us from the moment we first saw Wells' *History* that the interesting part—the part most likely to catch the public's fancy—was the prehistoric angle, the way he started with the beginning of things and worked down to recorded history. So while our letter was based on the bargain appeal, the circular was devoted entirely to the prehistoric angle. Here is the letter, of which we tested 10,000 and then followed immediately with 3,000,000 more:

*At Last! H. G. Wells'
"Outline of History"*

At One-Third the Original Price!

DEAR SIR:

The enclosed 10-day Option is worth real money, so **we have** limited it to your **own personal** use. It is not transferable and **it is** good for only ten **days** after you receive this letter. If **you** can't use it, we should appreciate your kindness in destroying it. **For it** gives to a selected list of people the opportunity to get

"The King of Modern Writers"

—Dr. Frank Crane

"Here at Last is a History of AN Men for AN Men. It is Our History—Yours and Mine. Let Us Not Neglect It.—Minneapolis Journal**

This is a new kind of book circular descriptive of H. G. Wells' "Outline of History," just as his great work is a new kind of history, which gives all history as one story—the story of life and mankind for popular reading. For we publishers have nothing to say in this circular; the critics of America and England do it all. And, at that, it is not a hundredth part of the praise that has been given this monumental work. Is there any other book of today that a publisher would dare this method with?—The Publishers

Option No. _____

Wells to _____

Review of Reviews Co.,
20 Irving Place, New York City.

You may send me, on approval, charges paid by you, one volume of H. G. Wells' "Outline of History," in the latest revised edition, published in one compact volume of about 1,200 pages, complete with text maps and illustrations—the same, except for the author's corrections and revisions, as the original two-volume edition—at the special price of \$3.50

Also enter my name as a subscriber to the REVIEW OF REVIEWS for one full year, at its regular subscription price—\$4.

I will either return the Wells' History within a week, send you 25c for the first copy of the magazine delivered, and cancel this order; or, I will send you 50c in five days and 50c a month thereafter until \$7.50 has been paid you.

Name _____

Address _____

Occupation _____

For full cash with order, send only \$6.50

...to narra-
...development illus-
...knew too little... This inter-
...ing history, modern in the best sense yet
...well documented, is likely to prove the most
...important textbook of the decade."—*New
York Evening Post.*

Just think of one
opus or Ape Man
mashing literary

...hing he touches into
...tics and now—his-
...in a style as simple
...universal history
...planned sections:
...—The Making of
...—Judea, Greece
...Collapse of the
...and Islam—The
...and Ways and
...ays—The Age
...Stage in His-
...statement as to
...of knowledge and of will. There
...not a dull line in the whole work."—*Chris-
tian Work.*

"It seems incredible at first sight that Mr. Wells has been able in so short a time to produce a so altogether wondrous work as his new 'Outline of History.' But he has been for years engaged in arduous and effective preparation by studying man and his wandering desire."—*The Yale Review.*

the most talked about, the most successful, and the greatest book of this generation *at a reduction of two-thirds from the original price!*

Think of it—a discount of 67% from the price that 50,000 people have already paid! Do you wonder that we regard these Options as valuable?

Here Is the Way of It:

You know, of course, that H. G. Wells' *Outline of History* is the most talked about book in the world today. No matter where you go—no matter what you do—you come across it. Newspapers and magazines the country over are almost a unit in commending it. Literary Critics are exhausting their superlatives in trying to adequately describe it. People everywhere—just regular folks like you and me—are reading it eagerly, avidly, and getting as real enjoyment out of it as though it were the most thrilling of popular novels. And all because it gives us just those things we all want to know about peoples and countries and rulers, put in such an interesting way, and with such pungent, incisive comment and occasional flashes of relieving humor that, as the *N. Y. Tribune* puts it—"It is among the most exciting books ever written."

50,000 copies of Wells' *Outline of History* have been sold in the book-stores at \$10.50.

50,000 more could probably be sold at the same figure. But H. G. Wells wants to reach ALL the thinking people of this country, and to give us a chance to do that with one big edition, he has agreed to sacrifice 85% of his royalties on that one edition!

An Offer We Can Never Make Again!

The result is such an offer as we can make but once in a lifetime—

H. G. Wells' marvelous "History," known and discussed wherever books are read, bound up into a single magnificent volume, fully illustrated, at a price of \$3.50!

And—

a year's subscription to the Blank Magazine at its regular price of \$4.

Both Together For \$7.50

payable in little, never-missed monthly payments of 50¢, or \$6.50 cash.

Wells' *History*, starting with the empty dawn of things, tells you in absorbing story the common adventure of all mankind—the growth, not only of peoples, but of all nature and life.

The Blank Magazine gives you the things you want to know about the world today. It takes from all the great newspapers and magazines everything worth while and repeats the gist of it to you. It ties together the important happenings, puts them in their proper sequence, shows you their relation one to another so clearly, so interestingly, that you wonder how anyone can think himself well informed who sees only the fragmentary reports in the daily news.

There Is Just One Condition

Only one condition we make—that you send in your reservation at once.

The plates are all made—the paper is bought—the printers are waiting—but we can make only one edition at this price, and we want to give every one of our friends a chance at that edition. So we send you this offer now. Mail the enclosed card, without money, and we will send you Wells' *Outline of History* at the special price, subject to a week's free examination, and enter your subscription for one year of the Blank Magazine.

*If for any reason you are dissatisfied with the History, you can return it **at the** end of the week, send **25¢** for the copy **of** the magazine delivered you, and cancel **your** order.*

There are no strings to this offer—your order won't stand unless you want it to.

But send the card now—without money. Tomorrow may be too late!

Sincerely yours,

From the first day that the orders began to come in from that letter and circular, there was never a moment's doubt as to whether we were going to sell Wells' *History*. Why, on ordinary occupational lists like doctors, lawyers, and the like, **it** pulled 3½ per cent! And as for the good book lists, if we told you some of the percentages that circular chalked up, **you** would not believe us.

Suffice it is to say that, where we had hesitated about agreeing to sell 83,000 copies in two years, **we** sold 90,000 in **4 months!** And the letter and circular above did every bit of **it**.

True, we tried some magazine and newspaper advertising, but two of the best advertising agencies in the country were unable to develop a single ad that pulled orders at anywhere near the low cost we got them by mail. It was only when we took the different pages of the circular, like the one starting: "The Oldest Man in the World," and made page ads from them that the advertising began to show results. But before that happened we had sold our 90,000 sets by mail.

Each of those sales carried with it a subscription to the magazine—\$3.50 for Wells, \$4 for the magazine—which means that at $3\frac{1}{2}$ per cent, each circular was costing us $2\frac{1}{2}$ cents in the mail and bringing us 26 cents worth of orders—a selling cost of less than 10 per cent. There was money in that. Then it was decided to bind the next edition of Wells in a fine *Artcraft* and sell it alone. This we did, and sold another 60,000 sets before the year was out!

The circular that accompanied the Wells letter was an eight-page, six by nine inch folder, and five of the pages were so interesting that each was later used successfully in magazine and newspaper advertising.

Page 1 started with a striking picture of the Egyptian Princess Hiachepsut finding the infant Moses near her bathing place in the Nile. The copy read:

The Finding of Moses

On a tablet dug up from the ruins of ancient Nippur was recently found a Sumerian inscription, detailing in almost identical words the Biblical story of the birth and finding of Moses. Written nearly 5,000 years ago, centuries before the Gospels were more than traditions handed down from father to son among the children of Israel, it yet forms an almost exact parallel to the Gospel narrative. This curiously interesting inscription is but one of the many thousands that have enabled scientists and historians to correlate the histories of the ancient peoples that lived and fought over and died in the land of Palestine in the times of Moses, of Joshua, and the Prophets.

Now translated into English for the first time and made easily available, this and a thousand other stories of intense interest to every man are to be found in—

THE OUTLINE OF HISTORY

By H. G. Wells

Perhaps you think the Roman Empire existed long ago—perhaps you think of the old Greek and Egyptian civilizations as "Ancient History."

Not a bit of it! Compared with many centuries of life that Wells tells about, the battles of Marathon and Thermopylæ, the days of the Pharaohs and the Caesars, were but yesterday.

A history that goes back 100,000,000 years—that traces man's rude beginnings 500,000 years ago—that follows him down through the prehistoric ages to the Babylon of Nebuchadnezzar, the Athens of Pericles, the Egypt of Cleopatra, the Asia of Genghis Khan, the France of Napoleon, the England of Gladstone, the America of today—that is Wells.

You will get some rough mental jolts—fairy tales you have believed in all your life will be revealed to you, for the first time, in their true light—you will be amazed, aghast, enlightened by many of the things you will read in these books—but you will learn the truth—you will know, at last, what History really means.

Where to find the Answer?

TURN the PAGE and SEE—

Page 2 opened with a drawing of the Pithecanthropus **Ape Man**, with the following copy:

The Oldest *Man* in the World

Just part of a skull, two molar teeth, and a thigh bone! Pieced together, they propounded one of the most perplexing mysteries in the study of human ancestry. Were these the remains of an ape-like man who lived 500,000 years ago? The skull was thick—thicker far than that of any living race of men today—with a brain capacity something midway between the ape and man. The evolution of the human race—what this primitive man looked like—these were some of the questions scientists pondered. They called him the "Dawn Man," and estimated

that he had lived 500,000 years ago. Wells tells the story in his History.

"In the Beginning—"

It is not with "Once upon a time" that Wells commences his "Outline of History," but "In the beginning." And the beginning for him is the time of the fire mist, ten or a hundred million years ago, when the earth first began to assume shape. From the empty dawn of things, the solidifying of earthly matter, the slime of primitive ditches; from an antiquity reckoned in millions of years, when no life stirred in the world—from this misty time, behind the curtain of the paleozoic age, up to the present—such is the scope of this remarkable History. It is "the common adventure of all mankind"—the story, not only of peoples, but of the growth of all nature and life, the making of heaven and earth. It is a history of the great body of the people, wherein the true story of the world lies. The occasional upheaval of war, the rise or fall of dynasties, does not make history. Back of all these, back of every great change in government, were the slow, calm, steady movements of the great middle classes and the common people.

Here are the live, fascinating truths about history. No hint of unimportant dates, strategies, or campaigns is to be found among them. They tell a brilliant, monumental story, the story of what people have thought and felt, of how they really acted and what they really did throughout the ages.

Page 3 showed a striking picture of the Flood, with this copy:

*Was **This** the Flood of the Biblical Story?*

More than 10,000 years before the birth of Christ, the great Mediterranean Sea was merely a vast, dry valley, grown over with trees and shrubbery.

Through this valley roamed a strange, savage race of men. They fought and hunted, they made rough tools and musical instruments, they built rude settlements.

How far these prehistoric men went toward the beginning of a real civilization no one will ever know, for one day, long before the dawn of recorded history, the ocean waters of the Atlantic

began to pour in upon these primitive peoples, the great ice-capped barriers of the North began to melt away under the warming sun and added torrents of rain to the rush of waters. Higher and higher rose the flood—and it never abated. Day by day, week by week, the waters spread over the valleys and drove mankind before them. When the rains ceased and the waters reached their level, few indeed of the primitive population were left to tell the tale.

The copy then went on into further description of the *History*. And across the bottom of each page was a strong testimonial from the book review of some well-known magazine or newspaper.

The two center pages showed a picture of the book, and along each side was an interesting resume of its contents, with further testimonials. The fifth page showed Marie Antoinette riding to her death, and drew a parallel between the French Revolution and the Russian, with an interesting discussion of how human liberties have been won through the ages.

Page 7 showed a picture of our troops breaking the German lines and went on to discuss the aftermath of the war. Page 8 ended with an article by Dr. Frank Crane, which was, perhaps, the best testimonial ever written for the *History*. It rounded out the circular and helped to make it one of the most successful we have even seen.

What should we do next? Many people would have been satisfied with that, but after the way we had been able to sell \$1,000,000 worth of O. Henry stories for two years in succession, we were not going to give up Wells without getting a lot more out of it than a single year's sale.

But we had to change our offer. We had been over all our regular lists twice, with different letters and circulars. **Now** we must get not only a different letter, but a new reason for buying.

It happened that Wells had stirred up so much comment

and had received so many criticisms and suggestions, that he had considerably revised the history and added a large number of new pages. So we decided to bring out the new edition in four volumes, and price them at \$9 if bought alone, or \$12 with a year's subscription to our magazine.

Then came the question of how to sell them. The circular was easy, for Tut-ankh-Amen was then very much in the public eye. So, since there was not much in Wells about him, we based the circular upon his great father-in-law, Akhnaton. The first page of the circular showed a picture of Akhnaton and his bride. Opening the circular, you were faced with the following copy:

Akhnaton Was HUMAN

He was sovereign lord of a mighty realm. From Ethiopia to the Mediterranean, from the Nile to the Euphrates, he was worshipped as a God. And yet—he was just a man, young eager for happiness. He loved his beautiful wife passionately. He had himself sculptured with her seated upon his knee—with her kissing him in his chariot.

He tried to turn Egypt from the service of many Gods to the worship of One. For eighteen years he made headway against all the priesthood of his empire, but the hold of the old religions was too strong for him, and at his death his son-in-law, Tut-ankh-Amen, fell again beneath their sway.

It is a wonderful story—the intriguing, fascinating, always mysterious tale of old Egypt—yet it is only one of thousands of such stories to be found in—

H. G. Wells'

"Outline of History"

The New Illustrated Edition in 4 volumes

He tells you about the famous Queen who donned masculine attire and grew a great beard; of the conquering King that went mad in Egypt and spent years opening and examining tombs; of a Pharaoh who reigned longer than any King before or since; of Cleopatra the Beautiful, who bewitched in turn Julius Caesar and Mark Antony and through her seductive

charms held the throne of the Pharaohs for twelve years; of how "foreign entanglements" caused the final downfall of the great Egyptian Empire.

The circular then went on to picture the new four-volume set, to give some excellent new testimonials along the lines of one from the Baltimore *Evening Sun*: "The man who finishes these volumes will be an educated man, however much or however little he knew when he started." These, with further description of the *History*, gave us a circular that added materially to the pulling power of the letter.

But the important thing was the letter. We had already worn out the bargain appeal and the special reservation and all the usual mail order stunts. We had to find something of interest in itself, yet closely tied up with the *History*.

After several tries we found it. Here it is. Judge for yourself if it would not have intrigued your interest. Certainly it intrigued that of our readers, for it sold about \$750,000 worth of Wells!

DEAR READER :—

What is the "Unpardonable Sin" in all Nature? What one thing most inevitably brings its own punishment? What most surely spells extinction?

Stagnation—Standing Still!

The Gigantosaurus, that was over a hundred feet long and as big as a house; the Tyrannosaurus, that had the strength of a locomotive and was the last word in frightfulness; the Pterodactyl or Flying Dragon—all the giant monsters of Prehistoric Ages—are gone. They did not know how to meet the changing conditions. They stood still while the life around them passed them by.

Egypt and Persia, Greece and Rome, all the great Empires of antiquity, perished when they ceased to grow. China built a wall about herself and stood still for 1,000 years. Today she is the football of the powers. In all Nature, to cease to grow is to perish.

100,000,000 *Years in One*

It **was** for men and women who are not ready to stand still, who refused to cease to grow, that Wells set to work on his almost incredible task—to put into one fascinating work all the 100,000,000 years of life and growth that this planet has known.

—To place in your hands the orderly knowledge that men go to College four years to get—and often come away without.

—Not only the History of the world, but the Science of the world. The Philosophy of the world. The outstanding Literature of the world—a vast panorama unrolled before your eyes by the most graphic word-painter of modern times.

And all so interestingly, so absorbingly done that, as the New York *Tribune* puts it—"It is among the most exciting books ever written." That is what you get in—

H. G. Wells'
"Outline of History"

And that isn't all.

Just glance over the enclosed folder and think for one moment of the absorbing, fascinating story that goes with it—education in the highest sense, entertainment in the most educational sense.

People who have read this new four-volume, finally revised edition of the "Outline" are saying that it has done more for them than a College education. A college education costs you probably \$5,000 and four years of your life. Wells' wonderful work is sent to you on approval and you will read the four books as absorbedly, as quickly, as so many novels.

Four Volumes for $\frac{1}{3}$ Less than the Price of the First Two!

Although the History has been revised and enlarged; **although** it was printed from brand new plates, with a hundred new full-page pictures in addition to the two hundred in the discarded edition; and although it is now bound in four usable, library size volumes instead of the original bulky ones, we can, through a fortunate arrangement,

Send to you and a few other customers this famous "Outline of History" for $33\frac{1}{3}\%$ less than the original two-volume edition would cost you even now in any book store!

What is more, you can SEE it, EXAMINE it, PORE OVER IT in **your** own home for a week at our expense. Your name on the enclosed card brings the four volumes to you, postpaid, for a full week's FREE examination.

*And the **Blank** Magazine, too*

What the "Outline" is to past history, the Blank Magazine is to current events. It interprets men and movements in terms that every alert American can understand and profit by. It gives you the boiled-down sap of world events, equips you with a background of facts against which to read your daily news.

While This One Edition Lasts!

The low price we are offering on this great History is possible only because the original publishers contracted for 100,000 sets at once.

Perhaps you think that leaves plenty of time for you to get your copy?

With any ordinary book that would be so, but not with Wells. They sold 90,000 copies of his one-volume edition in little over three months, and already nine-tenths of their 100,000 **four-**volume sets are gone. The remainder won't last long.

At most, we can get only a few thousand sets, to offer among our 258,000 customers. Can you imagine how long those few thousand will last?

Will you look over this set now—while you can get the four volumes, revised and beautifully illustrated, at a third less than the original two-volume set would cost you even now in the bookstores—while you can have them sent to you postpaid, without expense, for a week's FREE examination, to be returned "collect" if for any reason you decide not to keep them?

The enclosed card is your answer. Use it while there is yet time!

Yours 'til then,

That ended the second year of the Wells sale, but it **was** far from ending the sale itself. For three years we sold it, until our total sales topped the 360,000 mark! **The last of** the really successful letters is given below:

LAST CHANCE AT 25% OFF!**DEAR READER:**

One of those discoveries which makes history such startling and interesting reading has just come to light through the deciphering of a stone tablet found on the Sinai Peninsula. Scientists have often cast doubt upon the Scriptural story of the finding of Moses. But this inscription tends to confirm the account just as we find it in the Bible. Written or dictated by Moses, and translated by Prof. Grimme of the University of Muenster, it reads:

"I, Manasse, mountain chief and head priest of the Temple, thank Pharaoh Hiacheput for having drawn me out of the Nile and helped me to attain high distinction."

Taken alone, this might not be regarded as conclusive proof of the truth of the Biblical record. But it is just one link of a chain that every day is growing stronger. Remember, in "Samuel," how the Philistines killed Saul and hung his armor in the "House of Ashtaroth"? And how, in revenge for his death, King David 20 years later put the fortress of Beth-Shan, where Saul's body had hung, to the torch? The Temple of Ashtaroth and the flame-scorched walls of Beth-Shan, have just been unearthed by excavators working under the direction of the University of Pennsylvania, and the records there inscribed confirm much of the Biblical story.

Another archaeologist, Dr. Ditleff Nielsen, comes forward with finds in the Arabian Desert, which tend to show that the Queen of Sheba was no myth. Whether she herself existed or not, there undoubtedly was such a kingdom—a rich and a vast kingdom—2000 years before Christ.

On a tablet of clay dug up from the ruins of ancient Chaldea has been found an inscription detailing in almost identical language the Scriptural account of the flood. While as for the Tower of Babel, its ruins are still standing!

Discoveries like these, which are daily coming to light, go to show that there is no real conflict between religion and science. Interpretations may differ, but to the broadminded student of science, as to the broadminded student of the Bible, there is a

common meeting ground, and nowhere is it better brought out than in—

H. G. Wells'
"Outline of History"

Wells gives you the one interesting, connected story of the world. It is no mere history in the old, dull sense. Not a mere account of the rise of this nation and the fall of that. It is the history of mankind.

No one but Wells could make so fascinating the story of Man's Progress upon earth. No one else could give so vivid a synopsis of all that is worth knowing in history.

Just glance over the enclosed folder and think for one moment of the absorbing, fascinating story that goes with it--education in the highest sense, entertainment in the most educational sense.

People who have read this new four-volume, finally revised edition of the "Outline" are saying that it has done more for them than a College education. A College education costs you probably \$5,000 and four years of your life. Wells' wonderful work is sent to you on approval and you will read the four books as absorbedly, as quickly as so many novels.

Four Volumes for ¼ Less than the Price of the First Two!

Although the History has been revised and enlarged; although it was jointed from brand new plates, with a hundred new full-page pictures in addition to the two hundred in the discarded edition; and although it is now bound in four usable, library size volumes instead of the original bulky ones, we can, while the edition lasts,

Send to you and a few others, this famous "Outline of History" for 25% less than the original two-volume edition would cost you even now in any book store!

What is more, you can SEE it, EXAMINE it, PORE OVER it in your own home for a week at our expense. Your name on the enclosed card brings the four volumes to you postpaid, for a full week's FREE examination.

And the Blank Magazine, too

What the "Outline" is to past history, the Blank Magazine is to current events. It interprets men and movements in terms

that every alert American can understand and profit by. It gives you the boiled-down sap of world events, equips you with a background of facts against which to read your daily news.

While this One Edition Lasts!

The low price we have been making on Wells' "Outline of History" was made possible only because we contracted for 100,000 sets at once.

Of all those 100,000 sets, only a few are now left. We can't hope to ever bring out an edition like that again. We can't expect to ever be able to manufacture and sell on so small a margin. When the few remaining sets are gone, your last chance at those low-cost volumes will go with them.

So don't file this away to think over. There's nothing to puzzle about, because you don't have to send one penny or promise anything, other than that if you don't find these four volumes, as the New York Evening Post puts it, "one of the indispensable books," — why, just send them back, and that ends the matter.

That's easy— isn't it?

I'll be holding one set for you for a few days. But you'll have to mail the enclosed card right away!

Yours 'til then,

With the foregoing letter we enclosed a circular, picturing the "Clock of Time" under the headline, "Man has Lived Less Than Four Seconds!" The copy following it read:

Take a single hour on the clock. Let it represent the whole of time since the beginning of the world—for world time is only an hour, beside the endless aeons that passed before the earth whirled in flames from the sun.

Now long—on the scale of that hour—has the human race lived? Counting even our earliest apeman ancestors—Man *has lived less than four seconds!*

The pyramids were built about a fifth of a second ago. Christ was born a tenth of a second ago.

The American Revolution was fought a hundred and thirtieth of a second ago.

You see what a tiny fragment of time the ordinary history covers. What happened in the great aeons before? What happened in

the "hot youth of the world"? Is it all unknown—is everything hidden in mystery as it was a few years ago? No. The Romance of History—the great thrilling life of the world is **given you** in the pages of

H. G. WELLS'
"Outline of History"

The Finally Revised Edition

A History that goes back millions of years—that follows man down through his Caveman and Stone Age struggles to the Babylon of Daniel's day, the Egypt of the Pharaohs, the Asia of Tamerlane, the France of the Paladins, the England of today t h e America of tomorrow.

Only Wells could make so fascinating the story of man's progress upon earth; only he could give us so vivid a synopsis of all that is worth knowing in human history. The light that flashes in his pages is not merely the light of the mind that is Wells'. Rather it is the light we call humanity which is all men's minds fused.

This is no mere history in the old, dull sense. It is the whole drama of human experience—a great thrilling trip down the ages with Prophets and Conquerors and Kings.

The interesting thing about Wells is that he gives you such a wonderful background for your daily news.

He unifies the past. **More—he** reveals that thread of human progress which has forever bound man to man the world **over** and from one age to another.

The other pages described the upward climb of man, named the six greatest figures in history, and showed that there is but one common past, one common interest, and one common cause for all mankind.

That ended the biggest sale of any one set of books that this particular publisher ever had. We were proud of it, for there was nothing in any previous campaign to give **us** an indication of what appeal would go best, and as it happened, our most effective appeals in this case were entirely different from anything we had ever tried before.

Of course, this campaign really followed the rules outlined in the early chapters of this book, for people are always interested in things prehistoric; so when we started our circular or letter with a reference to something of the kind, we were tying right in with that interest. This was well illustrated by the last two letters, the one referring to the prehistoric fossils and dinosaur eggs, and the other to the unearthing of the stone tablet of Moses. Even after 250,000 sets had been sold, those two letters were still able to stir up interest and add another hundred thousand sales to the record.

The point would seem to be that if you can tie in with what people are thinking about and interested in, you can sell anything. And the particular form that your letter takes is far less important than the chord it happens to strike. We shall touch upon this later with regard to letters selling other products.

The big sale of Wells naturally brought us a lot of good publicity. To me, that meant a chance to try a new field—selling, not books, but wearing apparel and men's furnishings of various kinds.

Some fifteen years previously, John Blair of Warren, Pa., had started what is now the New Process Company; he began with \$100 of borrowed capital and an idea. The idea came from having worked his way home from college by selling raincoats.

Starting with the Undertaker

It seems that one of his chums in college had just been willed a raincoat factory, and he had proposed to Blair that the latter take the job of sales manager. Blair was ever a modest soul, and he had some doubt of his fitness for the job, so he decided to see how much he knew about selling by taking a trunkful of samples and working his way from Philadelphia to his home in Warren.

The trial was without special incident until he reached Kane, some forty miles from Warren and his last stop. He was showing his samples to a merchant when a customer came into the store. The man seemed in no hurry, so the merchant went on looking over the coats, and finally placed his order. Blair was putting away his samples when the customer strolled over. "Got any black raincoats in that bunch?" the man asked. Blair thought a moment and finally remembered that he had one down at the bottom of the trunk. He hauled it out, found that it fitted, and a sale was made.

Curious to know what anyone could want with a black raincoat in that day of tans and grays, Blair asked him why he had picked on black. "I'm an undertaker," the other explained. "When I go to a funeral I must wear a black coat. A dozen times I've been caught in heavy rains and just about spoiled every coat I had. Now she can rain all she wants to!"

That set Blair to thinking. There were 20,000 undertakers in the country, and except in the big cities, every one of them must be faced with the same problem. The big city stores might be able to stock black raincoats in enough different sizes to fit every undertaker, but certainly the small town stores could not. So it meant either wearing an ordinary coat and getting soaked by every heavy rain, or else having a coat specially made at high cost.

If some one central store could cater to all these undertakers by mail, it ought to be able to do a tremendous business.

Blair decided to try it. He wrote a letter embodying the idea and offered to supply black raincoats of perfect fit at the same price ordinary raincoats were selling for in stores. His printer trusted him for the letter and envelopes, his chum agreed to make up 400 black raincoats for him in assorted sizes, and he borrowed \$100 for the postage. The rest of the work he and his brothers did themselves.

He mailed 10,000 letters, then waited fearfully for the results. They came, all right. His 400 coats melted like snow before the summer's sun. A second 400 went almost as fast, and he had to order a third 400 before the orders stopped coming.

For two years he was content to sell raincoats to undertakers only. Then priests and ministers began to write him and he extended his line to cover them. From that to selling ordinary coats and suits and other items of men's furnishings was but a step. In fifteen years he worked up his gross sales to about \$2,000,000 a year.

Then he seemed to reach his limit. During all those fifteen years, his entire sales appeal had been centered around one idea—personalizing. In the beginning, he had catered only to undertakers. His customers felt—and rightly—that here was a house devoted to their interests alone; that he understood the undertaker's needs; that they could get better service, lower prices, closer attention from him than anyone else.

And with each new occupation or profession he added to his lists, Blair was careful to use that same personalized appeal. He never sent the same letter to undertakers as to doctors or ministers.

To each profession he wrote as a person who specialized in that profession's needs. He quoted testimonials from well-known men in the same line. He won confidence by a thorough understanding of the needs of each profession and occupation, and he brought back the orders with prices and goods that really did represent unusual values.

But there came a time when the old appeals began to lose their pull, when the occupational lists seemed to wear out. So he was forced to turn to general lists, such as telephone users, automobile owners, and the like. How could he make

effective use of his personalized appeal on them? You would never guess the way he finally worked out. It showed ingenuity of a high order.

With a gross business of \$2,000,000 he had customers in almost every town of any size in the country. And a great many had written appreciative letters, telling what good value they considered his coat, how well it was wearing, and so on. So what did he do but pick every town from which he had one or more good testimonials and write a letter something like this:

"The best value in a Raincoat I have ever had. You've saved me at least \$10 on the price I'd have had to pay in our local stores."

The very words of John J. Smith, of 2601 Racine Avenue of your city. Perhaps you know Mr. Smith. If so, you know he is not given to exaggeration. To make such an impression upon him, a coat must be good. And to draw forth a letter like the above, it needs to be a most unusual value.

That it is all of that, the calibre of men who are wearing it is sufficient guarantee. When men like James Brown of **314 Hardin Ave.**, William Sherman of 14 Sixth St., and Max Jones of 14 Fifth Avenue, will send all the way out here for a Raincoat, there must be something about the coat and the price of it that it would be worth your while to know.

And so on into a description of the coat. That was expensive circularizing, of course, requiring a different letter for each town, but it proved to be so effective that it seemed well worth the extra expense. The year before I went to Warren, this form of letter pulled so well that John Blair felt safe in contracting for some **20,000** raincoats for spring delivery, and **40,000** traveling bags for summer sale.

But along about that time retailers were beginning to awaken to the so-called "menace" of mail order competition. Letters like the one above, intimating that the mail order people could offer far better values than those given in stores,

got under their skin, and they centered their efforts upon the men whose names were quoted in them to such good purpose that permission to use the names was withdrawn. By the time he started getting his letters ready for the spring sale, Blair found himself with so few testimonials and names he could use that instead of personalizing by towns and cities he was forced to try it by states, and the results proved most disappointing.

Where he needed nearly $1\frac{1}{2}$ per cent of orders to show a profit, he got less than $\frac{1}{2}$ of 1 per cent. Where he had expected to sell well over 20,000 raincoats, he found it difficult to dispose of 5,000. And the traveling bag season started off just as disappointingly.

The result was that the first of June showed Mr. Blair, not the goodly profit of usual years, not the rush of business he had expected, but accounts \$80,000 in the red, and an inventory so big that it simply staggered him.

It was then I was given the chance to show what book publishing methods would do in the way of moving merchandise. I had come to Warren long enough before to have had time to send out a couple of tests, and to become familiar with the organization and the products. Now I was to have the opportunity to show whether I was worth my salt.

XVI

How the Bookbuyers Saved a Campaign

THE FIRST THING one learns in selling books is that the easiest man to sell is one who has previously bought books by mail. There are certain occupational lists to which you can sell profitably. You can even, upon occasion, find appeals that sell to telephone and automobile registration lists. But the big percentages come when you circularize lists of people who have bought kindred books by mail.

Naturally, therefore, when faced with the urgent need of quickly disposing of 40,000 traveling bags, the first thing that occurred to us was: Why waste money trying to sell these to difficult lists like telephone users, when there are all those millions of bookbuyers offering a virgin field for a product such as this?

So we rushed out a test to a score of good book lists, using the letter we were surest would work on a bookbuyer—an adaptation of the first letter we had used so successfully on Wells' *Outline* of History.

It pulled, of course. The same idea has pulled in selling lots, and houses, and stocks, and every manner of product. Get an idea that is psychologically sound and it will work on anything. This one worked on traveling bags. On a \$14.85 offer it pulled 2, 3, and even 4 per cent and better on some lists. It pulled so well that within a week after the results began to show up we were started on a mailing of two million — all to good Look lists.

You see, including what we had to pay for the use of the lists, our circulars in the mail cost less than 4½ cents each, so even when we got only 2 per cent of orders, our selling cost amounted to but a trifle over \$2 on a \$14.85 traveling bag, and from that maximum it tapered all the way down to \$1 a sale.

There was money in that—so much that when the 40,000 bags were gone we were glad to buy an additional 10,000 and sell them, too. Before the end of the short summer season we had disposed of 50,000 traveling bags. And here is the letter that did it:

DEAR SIR:

The enclosed Special Privilege Card is worth money, so we have numbered it and limited it to your own personal use. If you cannot use it, we should appreciate your kindness in destroying it.

For it gives to a select group of Pittsburgh men the chance to obtain, for only \$14.85, a traveling bag which experienced men tell us cannot be equalled in a retail store for less than \$20 or \$25.

This offer is not transferable. It is being made to a limited number of men in Pittsburgh, for the reason given below:

Three years ago, after many requests from well-known men, a famous designer produced for us a wonderful new Traveling Bag which we christened the "Statler" Bag. Made of GENUINE ENGLISH LEATHER, Beaver grain, and patterned after the finest imported luggage, this new bag won instant favor. Today it has become the biggest-selling bag ever produced—a fact which luggage manufacturers are frank to admit.

In this new "Statler" Bag you will find the MOST IMPORTANT improvement ever put in any luggage. It is equipped with 10 *handy moisture-proof interior pockets*, which give you a special place for each of your toilet accessories—comb and brush; shaving set; tooth-brush and tooth-paste; even your handkerchiefs, neckties, underwear, shirts, and collars!

When you travel with a "Statler" Bag, everything is right at

your finger-tips. You can pack your bag in *half* the time it used to take. Bottles can't tip over. Your clothes will not be mussed or wrinkled. There's "a place for everything, and everything in its place."

Now, here is my offer to you:

In order to introduce the *new, improved* "Statler" Bag as quickly as possible, we have allotted **360** bags to be sold to substantial business men in Pittsburgh at a very low Direct-by-Mail price. You are one of the men selected for this special offer. I would like to send you a "Statler" Bag at my risk, and with no expense to you. I want you to keep it for a full week's *free trial*—actually take it with you on a trip—enjoy its amazing convenience, delight in its *fine appearance*.

After you have used the bag a full week FREE, send it back at my expense—if you are willing to give it up!

But if you like it so well that you don't want to part with it, you can send *me*—*not* the high price you would pay in a retail store—but only \$14.85, my low Direct-by-Mail price on these **360** bags.

Remember, there is no sale—no obligation to keep the "Statler" Bag until you have tried it out for a week, AND ARE SATISFIED! Just let us send the bag.

But remember, too, that bargains like this will be snapped up very quickly—and we have allotted only **360** bags to the city of Pittsburgh.

So use your Special Privilege Card NOW—while it saves you time and money.

.. Yours for mutual service,

The circular that accompanied this letter, the first page of which is shown opposite, was simplicity itself. Inside, under the heading, "Every feature of the finest imported luggage," it described the features that experienced luggage buyers look for, and showed that the Statler Bag had each of these. Then, after pointing out how sturdily it was made, how it would last a lifetime, it concentrated on the Statler's special feature—its **CONVENIENCE**.

With a clear picture of the inside of the bag went the following copy:

Every time you pack a "Statler" Bag, you will be thankful for the TIME-SAVING convenience of its wonderful interior pockets. This bag has a place for everything you need on a trip—and it almost "packs itself.)'

Note how readily you can slide comb **and** tooth brush into the two long pockets marked "A" in the **photograph**.


Just below them (marked "B") you will find SIX pockets which hold your hair brush and shaving set, talcum powder or toilet water, and all your other toilet needs.

On the opposite side of the bag (marked "C") are three full-length and full-height pockets for underwear, shirts, pajamas and slippers, as well as your handkerchiefs, neckties, and collars.

These handy pockets are collapsible and **take** up no room when not filled. They not only enable you to pack your bag in half the time it used to take, but they **keep** all your things ship-shape, and leave the entire *bottom*


part of the bag free to pack suits of clothes **and** other large articles. A wealth of packing space.

Consider the marvelous CONVENIENCE of a bag like that--**everything** at your finger tips, ready for instant use!



**Experienced
Travelers
Know-**

*What a difference
the appearance of
their luggage makes
in their reception.*



There remained only the bargain and the proof. Under "Plain Arithmetic!" was the following:

"It is the equivalent of any \$25 Bag on the market."—R. G. Ellwing	\$25.00
(see letter on next page)	
Our price DIRECT-to-YOU, with any needless middleman eliminated, is	\$14.85
	<hr/>
Here's the difference	\$10.15

You make a big saving when you buy DIRECT and avoid any needless "middleman" profit.

The enclosed card brings you the "Statler" Bag for a week—FREE—to be seen, to be examined and compared, to be USED ON A TRIP *at our risk and expense!*

The last pages were devoted to testimonials backing up that claim of a \$10.15 saving, and to the "No Money—Free Trial" offer.

That little matter disposed of, we got busy on the rain-coats. Having more time for these, and having satisfied the powers-that-be that book lists were a gold mine for their products, we were able to test half a dozen different letters and pick the one that pulled best.

Curiously enough, the best was one along lines I had never tried before, nor seen tried by anyone else. I had read somewhere the account of a manager whose company had been at swords' points with a certain competitor for years. It was very much to the interest of this man's company that the two should get together, but no one had ever been able to heal the breach. Finally, it occurred to him one day that the man we feel most kindly toward is the one for whom we have just done a favor, so he went to see his competitor and asked the rival manager if he would do him a favor. Certain of their customers were taking advantage of their terms. It had to be stopped, but he didn't know how to do it without incurring their ill will. The other manager was more ex-

perienced than he. Would he not do him the favor of telling him how he handled similar cases?

The rival manager opened up like a rose to the morning sun, and their little talk started a friendship that quickly healed the breach between the two companies.

Well, it occurred to us that there was sound psychology back of the first manager's action, and it ought to work with letters as well as in person, in overcoming indifference as well as enmity. So we tried it on our raincoat letter. It proved one of the most effective appeals we ever had. We since have used a dozen variations of it on a score of different products. On the raincoats it pulled so well that during September and October we disposed, not only of all the left-overs from the previous spring, but of some 20,000 additional coats as well. At a goodly profit, too, for again we got 2 and 3 per cent and better returns, on a product selling for \$18.75. Here is the "Favor" letter that did the trick:

DEAR CUSTOMER:

Will you do me a favor?

For twelve years now, you know, we have been selling the famous "Keepdry" Coat direct to the consumer, at a saving of many dollars from the usual retail price.

This year I want to vary our line a bit, so I have changed the fabric to one that looks like a smart topcoat—but will **still** shed rain. And instead of the usual double-breasted raincoat model, I'm using a single-breasted *topcoat* model that appeals to men because it has style, and yet retains that loose, comfortable look of the well-tailored light overcoat.

I believe that anyone who ever gets out in stormy or wet weather will like this "AnyWeather" Coat better than any raincoat or topcoat he can buy, but you know how it is in merchandising—you can never be sure of such things until after you have **sunk** a lot of money in them.

Which brings me to the favor:

170 HOW THE BOOKBUYERS SAVED A CAMPAIGN

I want to make sure of the demand—or lack of demand—before we sink too much money in this new coat. So I've come to you as a customer of the house:

Will you try out one of these new "*AnyWeather*" Topcoats for me for a *week*—WEAR IT—see how *it* feels, how it looks, how it compares with topcoats you have bought at \$25 or \$30? Above all, how it keeps out wind and rain? *And* then write me?

Needless to say, I'll send you a coat you can be proud to wear anywhere—a coat that will fit you as though made to measure by your own tailor.

I can do it, you know, because we have so much greater a range of sizes than any retail store. Where the retailer carries coats in half a dozen sizes and only one length, we have 57 different sizes and 5 different coat lengths!

More than that—where the ordinary raincoat or topcoat serves but one purpose, this new "*AnyWeather*" is topcoat, motor coat, sport coat and raincoat—all in one! It can be worn on every occasion that a light overcoat is *used—and* in a heavy downpour as well! Every man needs a coat like this for rainy days—for chilly nights—for auto rides.

Stormy days will never again mean chills and colds and ruined clothes if you wear an "*AnyWeather*" Coat. It will protect your health and your clothes, yet keep you looking and feeling as smartly dressed as ever.

But I did not start out with the idea of selling YOU the coat. I just want to satisfy you that it is one you will be proud to wear anywhere, in any company, in any weather.

If you will fill in the three simple measurements called for on the enclosed card—I'll get one of these new "*AnyWeather*" Coats off to you at once by prepaid Parcel Post—to be worn for a week at my risk and expense—FREE!

At the end of the week, if you should like the coat so well that you want to keep it, you can pay—NOT the \$25 or \$30 that you are accustomed to paying for coats in stores, not even our **low** Direct-to-the-User "**Keepdry**" price of \$16.85—**BUT** OUR SPECIAL INTRODUCTORY PRICE TO YOU, ONLY \$14.85!

Otherwise just send it back at our expense, and in payment for the week's wear, tell me frankly your honest opinion of the coat and its salability.

Naturally, I am not making offers like this to everyone, so whether you accept it or not, I should feel obliged if you would return the card so as to insure against its falling into other hands.

Naturally, too, your opinion will be of value to me only if I get it NOW—before the Fall season has really opened—before we are definitely committed for any great quantity of these new all-weather coats.

Won't you, therefore, fill in the three simple measurements on the card TONIGHT if you can, and mail it? On second thought, better mail it right away—while you have it in your hand—so there will be no chance of forgetting it.

I thank you for your courtesy.

Yours for mutual co-operation,

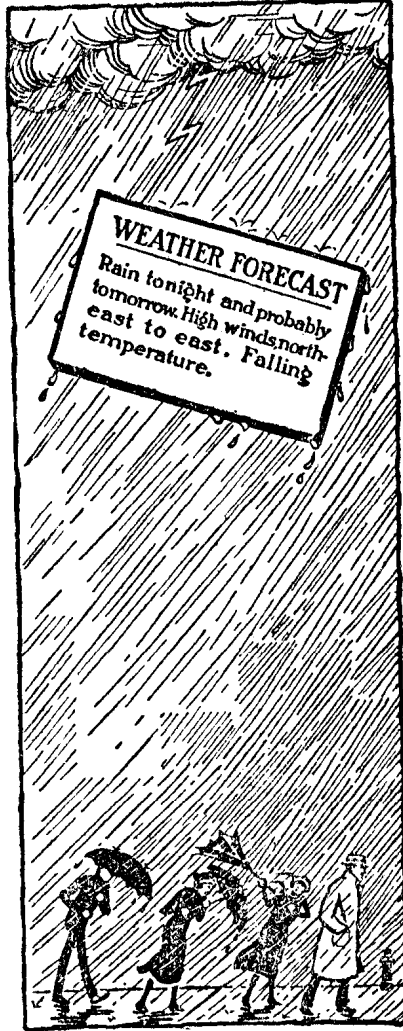
You will notice it could just as easily be used to sell books, or shirts, or blankets, or some commodity you are interested in. You see, the product is of minor importance. There was scarcely a man in the whole place who did not know more about raincoats than I. But it was not raincoats we were selling. It was an idea—in this case, the idea that by specializing on one grade of coat, one cloth, one style, and making it in every conceivable size, we could not only save you money, but give you a better coat and a more perfect fit than you could get at double the price in stores.

We did not need to know anything about coat manufacture to convince you of that. All we needed to understand was human reactions to certain ideas, and these are what we studied.

The most distinctive feature of the accompanying circular was its front cover, shown on page 172.

It worked so well on raincoats that we felt emboldened

to try a different tack on the overcoats—selling a real reason for their low price, rather than depending on the price itself to bring in the orders. We since



have found that to give a convincing reason why you are able to offer a lower price than your competitor is one of the most important essentials of selling. Mere reductions are not enough. There are too many ways of skimping on quality and taking it out in a bargain price. You must have a logical reason why your price is low.

The reason given in the letter that follows was true, and it must have sounded convincing, for it sold some 21,000 overcoats in about two months' time, at a cost of \$28.75 apiece. A few special ones sold as high as \$47, but these were for a new idea we were testing. Here is the letter:

MR. BUSINESS MAN:

You know how most factories are—busy and working overtime eight or ten months of the year, and practically idle the rest. And those lean months—like the famines of ancient Egypt—eat up most of the profits of the fat ones.

This year we determined to change that.

Instead of letting the Woolen Mills lie idle during January, February, and March, we kept them busy weaving the new double-texture, pure wool fabric for "KeepWarm" Ulsters. Instead of letting the tailors twiddle their thumbs during June, July, and August, we kept them busy making up this fine quality cloth into the finished coats for Winter, figuring that the low

price we could make on these would soon clear out this surplus output.

The result is that, instead of the prices ranging as high as \$47.00 at which we used to sell these "KeepWarm" Ulsters in former years—instead of the high prices that customers tell us coats of similar quality would cost them in stores—we can now offer you the new, improved "KeepWarm," distinctive in material and design, correctly tailored in every detail, and as smart as an English Greatcoat—for only \$28.75.

You know how important it is to get just the right kind of Overcoat for those bleak, raw days that start in November and continue right through to sleety March.

Neither snow nor sleet, bitter cold or sunny days matter to the man who wears a "KeepWarm" Ulster. It's the kind of Greatcoat for any kind of Fall or Winter weather.

You see, that's where the pure, double-texture wool comes in. The shocks of sudden weather changes cannot penetrate it. Comfortable on mild days because of its lightness--cozy and snug in zero weather because the pure wool repels cold—it keeps your body-warmth in, and it keeps the cold out.

Made in a model that appeals to men because it has style, it yet retains that loose, comfortable look of the well-tailored Ulster coat. And it's lined with genuine Skinner's Satin in the sleeves and shoulders, because the smooth satin makes it easy to put on, and easy to slip out of. You can wear it all day long without having your shoulders sag or ache. Just the kind of coat that a man wants for Fall and Winter wear.

All over the country, men who like to be well-dressed at all times—men like Colonel Ashburn, of the Military Academy at West Point; Governor Holcomb of Connecticut; Chief Justice Teller of the Colorado Supreme Court; and A. E. Barker, Purchasing Agent of the J. P. Morgan & Company—are taking to this distinctive "KeepWarm" Ulster in place of the ordinary overcoat.

Why, in the past few years, we have sold more than 42,000 of them, and every day brings us letters like this from Charles M. Robinson, Esq., Counselor-at-Law, of New Haven, Connecticut:

"An Ulster equal to this one would have cost me at least

\$50 in a retail store. I have found it to be very warm, and its wearing qualities excellent."

And this Fall's model is better far, we believe, than any we have ever before offered!

Bargains such as this will, of course, be snapped up quickly. Our output this Fall is absolutely limited to 19,961 "Keep-Warm" Ulsters, and among our more than a quarter million customers, they won't last long.

While they last, you can get one of these latest models, smart, new Greatcoats for only \$28.75—as fine a quality and *a better* style than any we sold in the past for as high as \$47.00.

What is more, you can SEE it, EXAMINE it, WEAR it **FOR A WEEK at our risk and expense**, without one cent of payment. Merely fill in the simple measurements on the enclosed card and drop it in the mail. We'll do the rest.

Fair enough, **you'll** admit. And you realize that we couldn't make such an offer if we didn't know that these new "Keep-Warms" will back it up.

But we **DO** know it, so we're entirely willing to do our part. Are you willing to put us to the test?

Just mail the card. Then sit back and watch results.

We're waiting,

The title of the accompanying circular was "4 Things You Must Get in a Winter Coat." Under it the copy ran:

1. **STYLE!** A man has to be well-dressed—correctly dressed. And correctly dressed means to be dressed in accordance with the standards set by men of high repute. We went to one of the most famous designers in America for the "cut" of this "KeepWarm" Coat. Its style is as accurate as a theorem in Calculus, as smart as Fifth Avenue—big and robust, tailored with long, flowing lines, broad lapels, and deep patch pockets, it is a masterpiece in woollens.

2. **FIT!** Here are the **things** to look for: Does the collar hug your neck? Do the sleeves hang properly? Do the shoulders lie without a wrinkle and have ample width? **Has** the coat graceful lines and *an* easy-fitting *feel*?

Those are the things you will notice especially when you try on a "KeepWarm" Ulster.

For where the ordinary retailer has a few hundred or a few thousand customers, we have 400,000. And where the retailer can carry 8 or 9 sizes, we have 52 coat sizes and 5 different coat lengths!

That is why the "KeepWarm" Coat has the fit and custom appearance of one turned out by your own tailor.

3. WEAR! Style and fit are not all you seek in an Overcoat. You must have long wear. And the pure wool cloth of the "KeepWarm" gives it to you.

Before a piece of this cloth is even put on the cutting table, it is tested for weight, for all-wool content, for "ends" and "picks" per inch, for tensile strength and long wear. Tested at the United States Testing Laboratory—and woe betide the Mill if a piece fails in those tests.

4. WARMTH! But the chiefest feature of this handsome "KeepWarm" Cloth is its warmth—a comfortable warmth that is not marred by uncomfortable weight.

The wonder of wool, its soft, velvety feel, its deep folds of warmth—this is Nature's own insurance against cold.

And these "KeepWarm" Coats are made of *double-texture* woolen cloth—woven with an outer fabric of beautiful heather color (cold-proof and storm-proof) and an inside of harmonizing plaid—a double-texture woolen cloth that is noted for its warmth, its richness, and its enduring wear. Fine woolens like this aren't luxuries—they're economies. Dollar for dollar, they give you more for your money in real comfort and long wear.

You'll enjoy the comfort of this Overcoat. You'll like the big **full** double-breasted front. You'll like the stylish, broad lapels, **with** the wide collar that snugs up around your neck. **You'll like** the low set patch pockets, convenient for your hands. Above all, you'll like the soft, wooly fabric—rich, pure, fleecy wool.

Piercing winds find nothing so impenetrable as these long **fleecy** fibres of pure wool. The man who knows "**KeepWarm**" **wear**, knows the cold weather comfort of all-pure wool—freedom

of action, warmth without weight, rugged, lasting, yet fine-looking.

The final page featured the bargain and why we were able to offer it, and ended with the usual "free trial—no money down."

That ended the regular sale. We had eight or nine hundred coats left in odd sizes and colors, so we went back to the book business again and borrowed from it our old damaged-set letter. Of course, there was nothing damaged about the coats, but the odd sizes and colors furnished just as good an argument, and, as it proved, just as effective bait in landing orders. For instead of the eight or nine hundred orders needed to clean up our stock, we landed close to ten thousand! That was no hardship, you can be sure, for the factory had any number of odds and ends of piece goods on hand, and they were delighted to make them up into coats—at a goodly reduction in costs, too. Here is that old book letter, as adapted to selling odds and ends of overcoats.

790 Left-over Ulsters at a Big Discount!

DEAR SIR:

In the rush and excitement of selling, in the past two months, 21,000 "KeepWarm" Winter Ulsters, there was no time to pay attention to exactly how sizes and colors were running.

The result is that now, with the season near its end, we find ourselves with 790 coats left over—in all sizes—but without a complete range of sizes in any one color!

There are dark grays and blues and beautiful brown heather-mixtures, in Greatcoats that we sold in the past all the way up to \$47.00—really handsome colors, all of them—but we can't be sure *which* color is here in the exact size that will fit you.

And you know how the Overcoat season is—if these Ulsters **are** not all disposed of before Christmas, some of them will probably be on our hands until next Fall.

So rather than carry any of them over until then, we **have** decided to make one sweeping reduction, and offer these **790**

smart, distinctive, beautifully tailored Greatcoats—of fine, warm, double-texture pure wool cloth—for only \$27.65!

This is the lowest price we have ever made on these all-wool "Keep Warm" Ulster Coats. Just try to find their equal—in style, in workmanship, in fine-quality material—for \$40 or \$50!

Only 790 *Coats* Left

We have just 790 of these double-texture all-wool Greatcoats to sell at this low price. When they are gone, your chance to save on our Winter Ulster will go with them. But while these 790 last, you can get as perfect-fitting, as good-looking, as fine-quality a Winter Greatcoat as ever you would want to wear, at an almost unheard-of bargain.

If you will just write your name and three simple measures on the enclosed card and mail to us, we will send you a "Keep Warm" Ulster—that will exactly fit you—by prepaid Parcel Post.

You may keep the overcoat for a full week. Then, if for any reason at all you don't care to keep the coat, you can send it back *at our* expense. But if you are so well pleased with it that you don't want to part with it, just send us \$27.65, the low price at which we are offering these last remaining 790 coats.

SEND NO MONEY—simply mail the post card. But do it at once, as this opportunity to save money will not occur again.

Yours up to 790,

Notice how readily the idea adapts itself to overcoats, just as though it had never been used for anything else. That is my experience with most basic ideas. If they are good for selling one product, they can be adapted to selling almost any other product.

The form of circular also was intentionally simple, **thus** helping to carry out the idea of there being so few coats left in stock that it was not worth while to print an elaborate circular to describe them. It consisted of a single-page, four by seven inch slip of paper. On the front, over a picture of a man wearing the coat on a stormy day, was the headline:

Last Chance!
This All-Wool
Overcoat

Under the illustration was the copy:

Only \$24.95 if you are prompt

The Opportunity: After a rushing season in which these fine overcoats have sold in the greatest volume we have ever known (over 21,000 sold in about two months) we have only 582 coats left—too few to warrant an advertising campaign.

To close the balance out quickly we are offering them to a few customers at the final low price of \$24.95.

On the back was merely an order form, to be used for ordering this coat for a week's free trial and for giving the necessary measurements.

One of the questions often asked of me is: "What did you do to keep your customer sold *after* you had received his order?"

This is an important question, since everyone has experienced the reaction that so often comes after you have allowed yourself to be persuaded to sign an order or send for something by mail. You feel that maybe you were too precipitate and begin to look around for ways in which you can back out.

We met that problem by using every opportunity to re-sell the customer on his purchase. In acknowledgment letters, in bills, in the enclosure that went with each product, we had in mind the truism that the sale is not made until the goods are paid for, so we tried to put salesmanship into each of these. Here is a sample of one of them—the enclosure that went with the overcoat and was seen even before the overcoat was uncovered:

DEAR CUSTOMER:—

A man has to be well-dressed these days--correctly dressed. And "correctly dressed" means conservatively dressed—dressed in accordance with the standards set by men of high repute.

One underlying thought has always been back of every "Keep-Warm" Ulster we have sold—one of correctness, as well-groomed men express and endorse it.

"KeepWarm" Ulsters are made for the man who seeks well-styled, conservative clothes, with good wearing qualities and finest workmanship, rather than the "ultra fashionable" styles that appeal to some men. Our merchandising policy—buying, selling, and advertising—is controlled by this "correctness" idea. You can wear the "KeepWarm" Ulster we are sending you, with the comfortable assurance of being well-dressed—of knowing that your coat is a part of you—and that it expresses you at your best.

Sincerely yours,

P.S.—A customer often writes us that some friend wants a coat exactly like the one he bought of us. So we have printed a "Friend's Order Blank" on the back of this folder. There is only one condition attached to it—it should come in right away to get the advantage of the low \$24.95 price.

Of course, these were not the only offers we mailed during those seven months. They were the high lights. In addition, we sold tires, shirts, underwear, ties, and a dozen other items, but the sale of none of these reached the proportions of that of the traveling bags and coats. Shirts came nearest—in fact, later on shirts came to be one of our biggest sellers. We shall touch upon them in the next chapter, since our mailing on shirts during that first fall was more in the nature of a test than a separate mailing. It showed such promise, however, that we decided to make a big mailing on shirts in the spring.

Tires sold reasonably well, but their margin of profit was so narrow that we never went after that business in a big way. Here is one of the successful letters we did use:

MR. CAR OWNER:

"Enclosed find check for 25% of your Tire Bill."

If we said at the beginning of this letter that we were enclosing our check for \$3.00 to \$12.00, you would be interested **and**

doubtless highly pleased. You would certainly read on to see why we were so liberal.

Instead of an actual check, we'll tell you in a few words how you can save that amount of money on *every tire you we*.

One of the oldest firms in the rubber business—a factory which makes tires that are as good as any in the world—wants to see if car owners will buy their tires "direct" if he will sell to them at just about the price dealers now pay.

This tire manufacturer knows that such a saving can be made if a lot of unnecessary selling expense and middlemen's profits are wiped out. So he's going to test out the American motoring public by offering the very best tires he makes—DIRECT to car owners, through our selling organization which operates by mail all over the country.

And to quickly find out if men really want to save 25% on the best tires that can be made, he is having us rush out this August letter to a few selected car owners.

If the response to this advertising is not tremendously large, the manufacturer's plan will be discontinued immediately. That would be too bad from a money-saving point of view; but it will show that people would rather continue buying tires in the old way even at higher prices.

On the other hand, if the response is large, this plan of sending tires *direct-to-the-user* (by parcel post) will be continued and you can always get your tires through us at a great big saving.

This Is a Free Trial Offer

If you mail the enclosed card at once, we'll send you at our own risk and expense one or more tires for a week's FREE EXAMINATION. You can measure them, heft them, compare them for bigness and strength and resiliency with any tire you know. See if you recognize their make. There's no better Cord Tire in America today.

At the end of the week—if you're satisfied that they're as fine tires as ever you've seen—you can send us the low Direct-to-the-User price given on the inside of this letter. Otherwise, just send them back at our expense.

There's only one condition to this offer—you must take advantage of it at once. For, naturally, the results of this experiment in direct-selling will be of use to our manufacturer only if he

can follow them up promptly, while the heavy driving season is still on in August and September. Naturally, too, since everything is ON CREDIT (no c.o.d., no "express collect," no cash in advance) we had to carefully select the people to whom this free-trial offer is being made, so if you cannot use the enclosed card, we should feel obliged if you would either return or destroy it.

Returning the postcard without delay (regardless of whether your answer is YES or NO) will be an act of courtesy that will be personally appreciated by the president of one of America's oldest (1857) rubber companies.

Very truly yours,

P.S. To keep him from getting "in wrong" with jobbers and dealers and garages while this test is being made, the manufacturer is making just a slight change in the tread design on his tire and is having the sidewalls show up the name of the tires as "New Process Super Cord" instead of using his own well-known name—but the tires are absolutely identical in construction with the very best and largest cord tires that this noted manufacturer makes. You will recognize their high quality (and maybe their manufacturer) as soon as you see them.

The last offer of the season was our Christmas mailing. It was the only mailing of the year in which we offered a choice of a variety of different products, and for that reason, it was about the least successful of all.

For here is a strange fact, which has held consistently throughout all my experience in selling by mail: If you offer one article you will usually get more orders than if you offer a choice of two or more articles!

You see, making a choice involves hesitation. And in selling by mail, the customer who hesitates is lost to you. I have seldom known that rule to fail. Even in giving free premiums, we found that offering the customer a choice of two or more premiums cut the number of orders.

So I have always been an advocate of selling one thing at a time—a traveling bag or a coat or a set of shirts at a unit price for the lot. But at Christmas time we offered a variety

of gifts. In later years we learned to work differently. But this time we made up a little catalog and offered a choice of any or all of the articles in it. Here is the letter:

DEAR CUSTOMER:

Christmas comes in just a few weeks, and if I know anything about daddies, husbands, uncles, and big brothers, that means something to you.

May I help you pick out suitable gifts for your family and friends?

Right here in your hand is a little booklet just crammed full of good things that men of all ages appreciate—fine shirts of madras, flannel, or English broadcloth; neckties, bath-robos, hosiery of fine silk or warm wool, golf balls, books, etc.

Then for your wife and the other women folks there are silk stockings, silk umbrellas, lingerie, furs, appliances for the home, jewelry, and many other thoughtfully selected gifts which women cherish.

For that youngster there are good things that all he-boys gloat over—footballs, baseballs and gloves, outfits for tennis, and things for the vigorous, sturdy chap that loves the out-of-doors.

For his quieter sister, we have just the type of dolls and books that she will love and cherish.

Silverware

Luggage

Pearls

Clothing

Electrical Appliances

Toys

—all are here—at prices surprisingly low! And if you make your selections *now*, while our stock is at its best, they'll be shipped the very day your order is received.

Take this letter and booklet home with you this evening—better still, go over it right now! You will be amazed how quickly you will find exactly the Christmas presents that will mean most to your relatives and friends.

And you will be even more amazed at how much money you can save.

Everything Comes on Free-Trial

Keep each article a full week--examine it for quality and value—satisfy yourself that it is just the gift for the friend you have in mind—**THEN DECIDE.** Send back any article you don't care for! You'll not be out one penny.

Now don't file this away to "think over." There's nothing to puzzle about, because you don't have to send one penny or promise anything, except that you will send the gifts back in a week if you don't like them.

That's easy—isn't it?

By using the enclosed order-form you kill two birds with one fountain pen. *You save a good many dollars on your Christmas gifts, and you're relieved of all that bothersome burden of Christmas shopping in stores.*

Where's that pen?

The cover of the 24-page booklet showed a family grouped around the Christmas tree, with the heading, "What to give for Christmas." The inside pages were like a mail order catalog, showing attractive pictures of the articles offered, with glowing descriptions, and featuring, wherever possible, the bargain. The ease of ordering and the "No Money-Free Trial" were played up strongly, and the order form displayed these even more prominently.

That ended the sale for the year. The figures on the balance sheet changed from \$80,000 in the red on June 1 to \$121,000 net profit on December 31. And this proved a number of things, among them that the best mail order buyer is one who has already bought other products by mail, and that it is ideas that sell goods—not mere descriptions of the goods themselves. Ideas are the only things that count, and the idea that will sell vast numbers of books can be used just as effectively in selling raincoats or traveling bags or overcoats or shirts!

Those were the important things we got out of that seven months' sale. **And** they were the factors responsible for the **big** strides we made in the next two years.

XVII

A Giant of the Mails

IN THE BOOK BUSINESS, January and February are the best months of the year. This is especially true of inspirational books, since people make their good resolutions at the first of the year; hence they are far more likely to embark upon courses of study than after those resolutions have been forgotten.

In selling merchandise by mail, however, we found January and February to be the poorest months of the year. Stores hold their bargain sales then, which makes it hard to show a saving over their offerings great enough to induce people to go to the trouble of sending away for the things they want.

Another little-known factor in mail selling is that people will buy by mail far more readily before the season for a given product has begun, or at its very start, than once it is well under way; then they turn to their local stores. The reason for this must be that when the time has come when they actually need a thing, they do not feel like risking any possible delays in delivery. They want what they want when they want it. But beforehand they are willing to send for things and try them, figuring that if they are not satisfactory, there is plenty of time to return them and purchase something locally.

Therefore, except for small mailings on left-over winter products, we devoted most of our time in January and Febru-

ary to tests. Of course, we could not expect results that were anywhere near as good as when a product was in season, but we usually managed to get a fair indication of the pulling power of a circular by always using a yardstick, *i.e.*, by testing each new circular we were trying against a thousand mailings of the last successful circular we had used on that product. If the new one outpulled the old in the off-season, we felt reasonably certain it would do the same when the correct time of year came around again. If it did not, we discarded it and tried again.

There were always plenty of products to test, because we had to be on our guard continually against old products losing their appeal. For those that did, we tried to keep feeding in new ones to take their places. The previous Christmas, for instance, we had tested pearls and perfume, with the idea of using one or both of them for our Christmas offer the following year. Both showed promise, the perfume especially coming through with so many orders that we mailed some hundreds of thousands of letters and circulars the following Christmas. Here were the two offers:

DEAR MADAM:

Will you try this experiment?

Ask your jeweler to show you a perfect deep-sea pearl. Put the enclosed Deltah manufactured pearl alongside it. Then try to tell them apart!

The jeweler can do it—with the aid of his magnifying glass. But neither you nor any other person not an expert in precious stones can distinguish the natural from the manufactured pearl.

In lustre, in weight, in iridescence, in color, the little pearl we are sending you will measure up to all the requirements of the genuine deep-sea jewel. Step on it! It will stand the weight of an ordinary size man. Boil it in hot water! It will come out lustrous, with the soft opalescence that only a pearl can give. Weigh it! You will find it heavy, firm, indistinguishable in any

way from the natural pearl, except to the expert with his magnifying glass.

Most society women, most of the stars of stage and screen, have duplicates of their costly deep-sea gems made up in these manufactured pearls to wear at all public functions. For no one can distinguish them from the genuine.

The only difference apparent to the naked eye is in the price—and you save that big difference.

In New York, in Paris, and London, pearls are the vogue this year. They are being worn for every occasion, with almost every conceivable costume—with evening gowns, for parties and afternoon teas, for street, for shopping.

The "Carmen" necklace of Deltah pearls, from which the enclosed pearl was taken, was made to sell in retail stores at \$21.00 and is so advertised in national magazines at the present time. But if you will mail the enclosed card right away—before the heavy Christmas rush begins—we will send you this famous necklace, in the favorite 24-inch "Opera" length, fastened with a diamond clasp of white gold and genuine diamond, for only **\$15.75.**

Not only that, but we will send it to you *for a full week's free trial*, without one cent of payment, to be tried out, to be examined, to be WORN for a week at our risk.

If for any reason—or no reason—you are not more than delighted with it, send it back and you'll not be out one penny. Naturally, we can't make offers like this to everyone, so even if you don't take advantage of it we should feel obliged if you would return or destroy the card. Naturally, too, you will have to take advantage of it right away, before the heavy Christmas rush begins.

May we hope you will mail back your card *now*—*TODAY?*

Sincerely yours,

DEAR MADAM :

Who would ever dream that exquisite Narcisse Perfume—perfume so lovely that its heady fragrance will amaze you, yet so marvelously delicate and all-pervasive that it seems like a breath from the flower gardens of sunny France—who would ever

believe that such perfume could be had for a dollar or less an ounce!

\$1 an ounce! Why, you would pay more than that for just ordinary, unknown perfumes at the corner druggists—perfume that would seem flat and dull and lifeless alongside this exquisite Narcisse.

The most delightful, the most captivating sweetness ever extracted from flower petals and imprisoned in crystal—that is Narcisse. Faint yet compelling, this liquid fragrance is like golden sunshine mellowed by stained glass. The lore which enters its making is akin to the lore of the wine makers of France—a secret handed down from father to son for generations.

A fragrance that intrigues you—a delightsome, refreshing fragrance unlike that of any perfume you have ever known. The essence of music and laughter, the sweetness of flowers on a dewy morn—all magically imprisoned in crystal.

Graded the way perfumes are usually graded, Narcisse would retail for \$4 to \$5 an ounce. In fact, in the fashionable shops of Palm Beach, Newport, and Fifth Avenue, Narcisse *is* sold at \$5 an ounce.

To offer even the small quantity we have at less than \$1 an ounce is such a remarkable event that we have decided to confine it to just the wives of our customers. To them we are making this offer:

*If you will mail the enclosed Free-Trial Card at once, I will send you an 8-ounce bottle of Narcisse, postpaid, for examination. Break the seal, open it up and TRY it! At the end of the week, SEND IT BACK **f** you are willing then to part with it.*

But if you don't want to part with it, send **me**—**NOT** the \$5 an ounce, at which Narcisse Perfume is priced in many fashionable shops—**BUT ONLY \$7.85 FOR THE FULL EIGHT OUNCES!**

This holds good, though, only on the small quantity we **now** have on hand. The enclosed FREE-TRIAL CARD must be used at once.

Yours—if you are prompt,



*In the Bald
Eagle Mountains*

HIDDEN away in the Nittany Valley is a peculiar spring of pure cold water. Perennially it disappears for eleven months at a time. Usually during the Spring freshets, the clear, cold water that is hidden away deep in the earth, is forced to bubble to the surface, and those who know that the spring is "flowing" again, come from miles around for its water.

For it is said that on moonlit nights the nymph Narcissus comes to drink of this spring, and that after her coming the water has strange healing properties.

Certain it is that at no other time are the flowers of the Narcissus quite so beautiful, their fragrance so captivatingly sweet. To capture that delightful fragrance, to imprison it in a sun-kissed amber liquid in vials of crystal -- that is what has been done for you in --

With the first letter went a circular showing pictures of the pearls being worn by the loveliest movie actresses of the day. The copy stressed the beauty and charm of the pearls, and their perfect likeness to real gems, with their low cost and the guarantee of "satisfaction or no money."

The front of the small four-page circular that accompanied the second letter is shown on this page. Inside, both pages were occupied by a picture of the bottle of perfume, with a brief description, and on the last page was a new variant of the free-trial offer, reading as follows:

SEEING IS BELIEVING

How much better this exquisite Narcisse is than ordinary Perfume, how its delightful fragrance and concentrated sweetness will captivate the heart of any woman, and you can best judge for yourself.

So here is our offer:
A Full Week's Trial—Free!
No Money—No Risk—
No Obligation

Send the enclosed card, without money, without risk or obligation of any kind. By return mail you will receive, post-paid, an 8-ounce vial of Narcisse Perfume, rich and exquisite as so much imprisoned sunshine.

Break the seal--open it—TRY a bit of it! If you don't find it the essence of sweetness, the concentrated fragrance of thousands of flowers—if you can buy its equal anywhere at two or three times the price—send it back!

It costs you nothing to satisfy yourself and make a wonderful saving—if *you are prompt!*

At the same time, we tested a new variant of the old damaged-set letter, with a view to using it the following December on whatever overcoat stock was left after the regular sale. Copy of this letter follows. It pulled almost as well as the damaged-set letter quoted in the last chapter, so we put it aside for later use. Here it is:

A Few Overcoats at a Great Saving

DEAR CUSTOMER:

I can save you a good many dollars right now—if you haven't bought your winter overcoat yet.

Already this winter we have sold 21,631 "KeepWarm" Ulsters—at prices ranging up to \$48.75. Now there are only 582 of these good ulsters left—not enough to do any heavy national advertising about—yet we don't want to carry them on our inventory until next Fall.

Rather than offer them to some jobber at a "bargain" price, I'm going to offer them to my old customers—yourself and other men who have bought raincoats, traveling bags, etc., from me in the past—at a real old-fashioned bargain price, only \$24.95.

In other words, I'm giving *you*, rather than some city jobber, the benefit of the bargain. Remember that my seven-day free examination privilege holds good. You send no money in

advance. You are free to return the "KeepWarm" Ulster if you don't like it for any reason, particularly if you don't think it's worth \$40.00 instead of only \$24.95.

Certainly you can use another overcoat this Winter—most of the cold weather is still ahead. Or you'll need a new overcoat this Fall. Just between you and me—isn't a saving of \$15.00 worth enough to you to get your coat right now?

This is my one and only offer at this low price. I've only 582 coats left. If you are not keeping warm in one of them a week from today, you'll be the one to blame—not I. I am giving you a wonderful chance to get a genuine "KeepWarm" Ulster now at a fraction of the regular price. Just think, for only \$24.95 you can get an all-wool, handsomely-tailored, satin-lined Ulster that will keep you warm and well-dressed this Winter and all next Winter, too!

Simply fill in the postcard, mail it today without any money, and I'll send your proper size in a "KeepWarm" Ulster right away by Parcel Post.

But remember this—I have only 582 Ulsters left at \$24.95. To protect myself I reserve the right to telegraph you if your order reaches me after your own size is all gone. To be sure of getting one of these "KeepWarm" Ulsters, send for your size at once!

Sincerely yours,

P. S. These 582 coats are the very latest ones made this Winter—the last word in style and tailoring—pure-wool cloth, plaid back, Skinner's Satin lining, etc.

Then we took up shoes and socks and ties and underwear and all manner of products. From the sales point of view, there were few products in men's wearing apparel for which we were not able to bring back orders in profitable volume. But when it came to the actual sale, it sometimes developed that it was so difficult to fit customers satisfactorily that the products had to be ruled out.

Shoes were one of these. Several times we tried shoes and brought back orders in profitable number, but when it came

to fitting people, our orders dwindled by half. Possibly we did not have the right shoes or the proper method of sizing. Whichever it was, more than half the shoes we sent out came back. So we quickly abandoned that line. Here is one of the letters that brought in the orders:

DEAR SIR:

What size shoe do you wear?

If you will pick out the most comfortable pair of shoes you have, and pencil on the enclosed card all the markings from just inside them near the top, we'll promise to send you as easy-fitting, as stylish-looking, as comfortable a pair of shoes as ever you've had on your feet, at a price lower by far than you've paid for good shoes since the war.

Their style will speak for itself. Their fine leather, too. But only months of wear under everyday conditions will tell you the full story of comfort and service that is built into every pair of "DoubleWear" Shoes.

For "DoubleWear" Shoes are designed for comfort according to Nature's own plan for the feet. There's a graceful swing to the toe. The sole rests firmly against the ground and yet flexes with every motion of the foot. The arch fits snugly. In short, they fit everywhere—bind nowhere—look like far higher priced shoes—and WEAR that way.

Will you try this test?

Fill in the markings from your most comfortable shoes, on the enclosed card. Then see if we can't give you as easy-fitting, as stylish, as good-looking a pair of "DoubleWear" Shoes—*regardless of what you paid for yours!*

Costs nothing to try, and if you can get as easy-fitting, as good-looking, as serviceable shoes at a third less than you are now paying, it's worth saving, isn't it?

We're ready to send them, without one cent of payment, for a week's FREE inspection. Are you willing to put us to the test?

We'll be here—waiting,

With the letter went a small circular. On the front were pictures of the shoes; inside it carried the following descrip-

tion under the heading, "Modeled for Comfort—Built for Style":

Shoes are no less a key to your character, taste, and judgment than the rest of your attire. The "DoubleWear" Shoe is styled for the eye that craves good looks, but built for the foot that must have its ease.

Easy as an Old Shoe

The more critically you examine a pair of "DoubleWear" Shoes, the more you will be impressed with their distinctive style and smartness. Try on a pair! You will marvel at the foot comfort they afford. Feel the bracing arch fit. Note the soft glove-fingered grip upon your heel. Move your toes—there is room enough. They fit everywhere—bind nowhere. They are shoes that are mighty kind to the feet.

For the "DoubleWear" was designed to gratify your desire for sensible style, solid comfort, and enduring wear.

An ALL-LEATHER Shoe

—and What It Means to Your Feet

Men who are on their feet most know that nothing takes the place of leather for foot-ease. Leather, you see, is really a second skin for your feet. It has pores like the soles of your feet—pores that let your feet breathe. That is why the all-leather shoe keeps your feet cool and comfortable. That is why "DoubleWear" Shoes fit your feet so easily—why, even when new, they feel so soft and pliable.

The Importance of "Grain" Calf Skin

You know, of course, that the toughest part of any hide is the outside—the hairy side. Ordinary shoes are made of cow-hide, but because the outside grain is so coarse and porous, it is "buffed off" and only the leather underneath is used. That is why ordinary shoes "skin up" so easily. The leather is soft and spongy—all the toughest part is gone.

Calfskin, on the other hand, is naturally fine-grained, and when properly tanned and cared for, this tough, pliable skin will outwear in the uppers of a shoe three or four good soles.

"DoubleWear" uppers are made only of outside "grain" Calfskin, exceedingly tough but soft and pliable.

Then the circular went on to give other features, showing another picture of the shoes, this one with arrows pointing to each special feature.

The last page ended on the usual note of the low direct-by-mail price to the wearer and the "free-trial, no-money" offer.

Another "dud" was athletic winter underwear. It sounded good, and our customers evidently thought so too, since they ordered it in goodly quantities; but oh—how they returned it! And when I had tried a suit on one of those cold, blizzard days that are so frequent in northwestern Pennsylvania, when the wind blowing down from the lakes has an edge like a knife, I knew just how our customers must have felt. And I did the same as they—I went back to my long ones.

But as an example of a letter that brings in the orders, the athletic union suit letter has a right to a place. So here it is:

"Oh! It's Great to Get Out in the Morning!"

DEAR NEIGHBOR:

Those bracing, snappy Winter days will soon be here.

Do you want to make them different this year—want to get more vigorous, happy, red-blooded enjoyment out of them than ever before?

Then put away those shivery BVD's or other light underwear and get "KeepWarm" Athletics.

Remember when you were a youngster, how you used to coast and skate all day long and far into the night with never a thought about the cold?

Wool—that's what did it! Only "KeepWarm" Athletics are not the scratchy, uncomfortable woolens you wore then. They are the finest Australian Lambs' Wool, with all the warmth and absorptive qualities of wool, but mixed with just enough high-grade Southern cotton to give them softness, fleeciness, and strength.

For the vital organs of the body must be kept warm. Cold "gets to a man" unless he's amply protected from neck to knees. But nowadays, when men work so much indoors, they like to

have their arms and legs free. And they ought to. Nature never intended our legs and arms to be heavily covered. Look at the animals—their fur grows no heavier on their legs in Winter than in Summer—only on their bodies.

“KeepWarm” Athletic underwear offers the double advantage of warmth for the vital organs and freedom for legs and arms. And wear! “KeepWarm” Athletics might be called the suits that put the “Wear” in “Underwear.”

Just take a look at them! Costs nothing to do that. The enclosed card brings them to you in a factory unit of four to a box at the special Direct-to-the-User price of \$11.95. Try to buy their equal in stores at less than \$4 to \$7 a suit!

But never mind what we SAY about them—look them over for yourself. You'll find a new kind of winter comfort, and a new way to save money by buying DIRECT!

Yours for the straightest route
—the Direct-by-Mail Line.

Why did we not find out that this product was unsatisfactory before we wrote the circulars? Principally because it would have done no good if we had. The manufacturer had “sold” the buying department on the idea, so it had to be tried to be proved feasible or otherwise. Individual opinions counted for little with us, no matter whose they were. It was not one of us we were trying to sell. It was the consuming public. So the only voice we heeded was the voice of a customer.

But most of our tests were not so sterile. There were bathrobes, for instance; and woolen socks; and winter underwear of the regular kind; and motor robes; and a number of other products that we shall come to presently.

March marked the beginning of the regular mailings. March, in other words, ushers in spring, and springtime means, first of all, raincoats, then shirts and summer underwear, then traveling bags and the like. So we started the spring mailings with a letter on topcoats. But we had found

that the feature of a topcoat that had the greatest pulling power was its rainproofness; so we called our topcoat first "The Keepdry," and later "The AnyWeather." Of course, as always, we tried several different letters, but here is the one that got the palm:

DEAR SIR:

If you are thinking of buying a Spring topcoat, a raincoat, a motorcoat, **a light-weight overcoat—**

Don't!

For you can buy them all in a "Keepdry" *at* one low Direct-by-*Mail* price. The "Keepdry" is all these coats in one. It is the ideal coat for Spring, but good for any season—and for many seasons. For every wear—everywhere.

Light and smart as a sportcoat—the "Keepdry" sheds the hardest rain. Distinctive in cut, material, and design, correctly tailored in every detail—the "Keepdry" protects you from the heaviest downpour.

For between the smart gray cloth of the outer fabric and the handsome plaid lining is a thin film of pure rubber—soft and pliable as silk, but rain-proof and water-proof.

Out at the Country Clubs, or in town on business—wherever smartly dressed men go in cloudy weather, you see the "Keepdry." For it keeps a secret. Most raincoats are just plain raincoats—only that and nothing more. The "Keepdry" conceals the fact that it is a raincoat until the rain begins.

Every man needs **a** coat like it for rainy days—for chilly nights—for auto rides. With a "Keepdry" in your wardrobe you are equipped for any weather. Why, every day sees letters coming to our office like this one from Mr. A. J. Duteil, Vice-President and Treasurer of the Southern Ohio Portland Cement Company—

"I never got as much comfort and satisfaction out of any coat as I have from the 'Keepdry.' I had been looking for **such** a garment for years—a coat I could wear on all occasions and be proud of."

The lowest price at which we were able to figure these good coats last Spring—or for several years before—even on huge

quantity production basis, even after leaving out all needless salesmen and figuring our costs Direct-to-the-User, was \$17.85 to \$23.50.

But you know how most factories are—idle or working only part time for 2 or 3 months of the year; while the overhead, rents, interest charges, salaries, etc., go merrily on. This year we decided to change all that, so we kept the "Keepdry" factory steadily busy at full time, making up "Keepdry" Coats for the Spring.

The resultant saving we can now pass on to you.

Instead of the \$17.85 to \$23.50 price we had to charge last Spring and in previous years, or the high price that customers tell us they would have to pay in stores, we can now give you a new, improved "Keepdry," better than any we have ever before been able to offer, for only \$614.65.

There is only one condition—one string to this offer. *Your* order must come in promptly.

Naturally, we cannot continue this price on coats made during the regular season. It holds good only on those made up in advance.

So it's very important that you fill in your height and weight on the enclosed card and mail it right away.

This won't put you under any obligation, you know, for if you don't like the "Keepdry," you have only to return it at our expense and that ends the matter.

Will you send this postcard for a free trial? Today?

I'll be waiting,

That letter sold a good many thousands of **AnyWeather** Coats, even in the spring season. Spring, by the way, is only half as good as fall for selling topcoats or suits. And the same letter will bring in twice as many orders in the fall as in the spring. The above letter pulled well, however, even in the spring.

We followed it with a mailing on shirts, using the letter we had tested the previous fall. And how those shirts did sell! In a couple of years we brought our shirt sales up to

more than 350,000 a year! Here is the letter that started them:

DEAR SIR:

In our fathers' day, you know, all fine shirts were **handmade**—that meant quality, but high cost.

Today you can buy as good a "LongWear" Shirt—all "ready-to-wear," and perfect-fitting—at about half the cost!

For when we fit you in a shirt, we don't take merely your neck measurement, and trust the rest to chance. No—we figure out from your height and weight and collar size, how much you need across the shoulders to give you free swing, and yet look trim and well-tailored; just how much to allow you around the waist to make your shirt look right **SITTING** or **STANDING**; how long your sleeves should be; how long the body.

You see, we're not confined to a few standard sizes like a retail store. Where they cater to a few hundred or a few thousand customers, we have 308,000. Where they carry shirts in a few standard sizes and a few sleeve lengths, we have 45 *sizes* and *sleeve lengths*!

That is why "LongWear" shirts look as different on you as a custom-made suit of clothes. That is why they fit you so well "all over"^v—neckband, shoulders, chest, waist, sleeves.

But that isn't all!

"LongWear" shirts are made of **woven** madras instead of printed percale. For that reason they will hold their color in spite of repeated launderings. The madras cloth is woven fine and firm—there are more threads to the inch each way than in many shirts.

More than that, though. By concentrating all our efforts on three desirable patterns (the finest looking we can find) and selling three to a box (just as they are **originally** packed in the factory), we are able to offer you these "LongWear" shirts **DIRECT-BY-MAIL** at only **\$4.95** for the three, postpaid. (Though fine woven madras shirts are known to sell in retail stores for much more.)

And if you will drop the enclosed card in the mail at once, before the **heavy** Fall demand begins, we will send the three

shirts to you *at our own risk* and expense for a week's inspection FREE!

Send no money—pay nothing on delivery. Just tell us how tall you are, how much you weigh, and what size shirt you usually wear. Then sit back and watch results!

But you will have to mail the card right away!

Hastily yours,

The point in the letter that seemed to have the strongest appeal was the fact that we had so many sizes and sleeve lengths that we could easily fit anyone. As it worked out, we

had fewer complaints about fit in shirts than for almost any other product that required fitting.

Notice the circular. We tried several different illustrations for that first page, and much to our surprise, the one of shirts hanging on a line considerably out-pulled all others.

On the inside we found that our most effective way of driving home the selling features was the 1, 2, 3, 4 method of telling why the shirts would "wear longer." The arrows pointing from each item to the part of the picture of a shirt that it discussed made the strongest appeal of all.

On the last page we tried always to bring home the "free-trial, no-money" feature, and, when possible, we put in a



good, strong testimonial or two to make our assertions more convincing.

Another product we tried alone for the first time that spring was silk socks. You would think, since it is so easy for a man to go into any store and buy himself silk hose, that it would be difficult to sell him a dozen pairs at a time by mail. But it was not. That spring we sold some 20,000 pairs. And that was just the start. Silk hose, too, came to be one of our big sellers. And here is the letter that started them:

DEAR MR. BUSINESS MAN:

I am going to send you within the next few days a box of twelve pairs of "LongWear" Silk Hose.

This "LongWear" Silk Hose is probably not like the silk socks you are now wearing because:

1. "LongWear" Hose is made of Pure Thread Japan Silk, while lots of "silk" hose nowadays is made partly of artificial silk to cheapen it.

2. The silk in "LongWear" hose is 11-strand, which makes it heavy and rich looking, instead of 9-strand with invisible metal loading which becomes brittle and soon makes holes.

3. The feet of "LongWear" Hose are made OVERSIZE—just like good automobile tires—actually larger than most hose, so they will wear much longer.

4. The sole is double thickness and the heel and toe and top are made of fine mercerized lisle that wears and wears and wears.

I am going to send this hose to you—with no obligation on your part—for you to inspect and actually see the difference between it and the hose you now wear.

But—there's just one thing—I can't send the hose until you tell me the size you wear. You can do that in a jiffy on the enclosed postcard.

When I send the hose, there's absolutely no obligation on your part to pay for them. You can return the hose for ANY reason, or for no reason at all.

But Here's the Most Important Part

If you find these "LongWear" socks are everything I say about them (and you're to be the sole judge), how much would you expect to pay for them? 75¢ a pair? No sir, that's what you'd expect to pay for silk hose with all the tricks of "loading" and "skimping." \$1 a pair—the price that other real good hose sells for? That's more like it.

Well—if you decide to keep the "LongWear" socks, you need send me only \$7.95 for the twelve pairs. That's the entire cost to you. Only sixty-some cents a pair.

How can we do it? First, we sell the hose only in the "wholesale" lot of one dozen—the same amount that hundreds of dealers buy at a time. Second, you deal direct with us by mail and you pay none of the costs of selling through Jobbers and Traveling Salesmen who call on dealers, to say nothing about the heavy costs of ordinary retailing.

Just fill out the enclosed card and shoot it back. The "LongWear" Hose will come by Parcel Post (prepaid, of course) with no obligation for you to keep them. You can't lose a penny. *I'm* the one who is *asking* to send them. Won't you let me?

Send the card NOW! Then sit back and watch results.

Yours for "LongWear" in GOOD Hose,

The circular that went with that letter was entitled "THE REASON WHY SOCKS WEAR OUT." It started with this explanation:

Do you know what it is that makes socks "wear out"?

The first and greatest reason for the high mortality in hosiery is—wearing socks that are short.

Investigations have shown that 95% of all socks wear out at the toes or heels. And the reason is plain to see:

When you put on your shoes, the friction pulls the sock tight at your toes. Naturally, the additional strain from the expansion of your foot muscles when you walk pokes your toes right through the end of the socks. And with every step the inside of your shoe rubs on the heel of your light sock, quickly wearing it out by friction.

3 to 4 Times More Fear from *Silk Socks*

The remedy is quite simple. Get your socks slightly over-size, so as to allow a little play at the toes—and get socks where the whole sole is double-thickness and the heel and toe are reinforced with fine mercerized lisle that wears and wears and wears.

One of the reasons why "LongWear" Silk Socks offer such remarkable resistance to long miles of strenuous wear is because the feet are made slightly "oversize"—not enough to make the soles bulky, but just enough to keep them from getting tight. It has put an end to throwing away socks otherwise good—but with the toes or heels gone.

Then after playing up all their features, and showing why LongWear Socks wore longer and gave greater comfort, the circular explained why we were able to make the price so low, and ended with the usual "prove it for yourself" by asking you to try a pair for a week, and if not satisfactory, "KEEP it free and return the rest!"

That brought us to the traveling bag season. All through the spring we had been testing different letters on traveling bags, hoping to find one that would enable us to duplicate our sale of 50,000 bags of the year before. But not one of our appeals seemed to register. Apparently we had sold every one in our lists who had any idea of buying a traveling bag.

But we knew there must be some appeal that would put bags over, so we kept trying, and presently we found it.

You must know that one of the things we had learned, in sending mailings to our customer lists ten or twelve times a year, was the need for varying the appearance of our letters and circulars. We found that if we used the same style of envelope and the same old letterhead month after month they were never even opened; but when we changed everything about them, even their size and color and the corner cards, it was like circularizing a brand new list—so much better were the results.

That is what finally gave us the idea for our successful

circular on traveling bags. If, as it seemed, our last offer had been so good that it had combed out of all the available lists every possible order, then our only chance for more was to make our next offer as different as possible from the previous one.

And that is what we proceeded to do. Instead of a letter, circular, and card, we used a "giant letter," nine by fourteen inches, with a doubled sheet like a four-page letterhead, and on the inside pages we put a picture of the traveling bag that was more than half the size of the bag itself. In the picture the bag was opened so as to show the convenient arrangement of the pockets, with a full description alongside calling attention to every feature. Here is the letter that went on the first page:

MY DEAR SIR:

Once in a blue moon the announcement is made of a **new** invention of such great importance as to warrant calling your attention to it—IN ADVANCE OF MANUFACTURE!

Word has just come from the inventor that a patent has been granted on a new LOCK for Traveling Bags which we believe will revolutionize the whole Traveling Bag industry.

For this new Lock has automatic clasps and does away with all the bother incident to closing the ordinary Traveling Bag, snapping the clasps, and fastening the lock. It is AUTOMATIC—and it is SAFE.

But that isn't all!

This new "Statler" Traveling Bag has 10 handy, *moisture-proof pockets* to hold your comb and brush, shaving set, toothpaste and tooth brush—even your shirts, underwear, and collars!

With this new "Statler" everything is right at your fingertips. You can pack your bag in *half* the time it used to take. Bottles can't tip over. Your clothes will not be wrinkled. There's "a place for everything and everything in its place."

AND IN ADDITION TO THIS, the new "Statler" Bag has **all** the improvements that made the old "Statler" so famous—the

genuine cowhide leather, so tough and durable it will last a lifetime, the double handles, the solid brass hardware.

YOU WON'T BE ABLE TO BUY A BAG COMBINING
ALL THESE FEATURES IN ANY STORE THIS YEAR
FOR \$25!

But to those of our friends who will send the enclosed Reservation Card at once, we are going to make a special Introductory Price on the first of these new Bags to come from the factory, of \$14.75—lower even than our old "Statler" sold for last Summer.

This special price holds good on the first few Bags. The fact is that we don't know how much more expensive these new locks and frames are going to be to make than the old ones. These first bags will enable us to find out. You benefit by our need, if you reserve your bag now.

And it's all at our risk. You send no money—obligate yourself in no way. Just your name and address on the enclosed Reservation Card are all that is necessary. But your card must be mailed right away!

Yours —for SERVICE,

Again this was a case of adapting an idea from the book business, and showing that an idea that will sell one product successfully is just as potent in moving others. The "Once in a Blue Moon" announcement had been used in bringing out a book of unusual interest. It worked even more successfully in announcing a new feature on a traveling bag, for with this and a similar letter we sold another 50,000 traveling bags that summer!

There were two or three details about this giant letter that added materially to its pulling power. The sample of the cowhide was one. We found that putting it on the letter added from 15 to 30 per cent to the number of orders.

The numbered special features, with arrows pointing to each, helped, as did the "Plain Arithmetic" showing the savings. But probably most helpful of all was the \$1,000 Reward that, with a picture of the bag, occupied the last page. It read:

\$1,000 RETARD!

To Whom It May Concern:

WE WILL PAY

the sum of \$1,000.00 to any person who furnishes us with specific evidence proving that at any time in the history of American Luggage prior to now, any luggage firm other than ourselves has offered at any retail for less than \$25.00 a traveling bag of:

Top "grain" cowhide, tanned by a special process that makes it even tougher and longer wearing; its frame of pressed steel, with the new patented AUTOMATIC LOCK that does away with all the bother incident to closing the ordinary Traveling Bag; its tough, lasting cowhide securely sewed (never riveted) right *through* the steel frame, then made doubly safe with the famous lock-stitch; its sides and ends oversized; its handles double, and the handle rings one solid piece of cast brass—not wire pinched together; its hardware of solid brass; its lining of Printcess Cord—a fabric so strong that it was woven in the old days for a carriage cloth; its interior equipped with ten rubber-lined, moisture-proof pockets that almost pack themselves.

We guarantee that there has never before been sold in America — perhaps we could safely say in the entire world—a traveling bag of a like quality and convenience, equipped with all these improvements, at anywhere near our price of \$14.75.

These statements can be verified by comparison with the offerings of any luggage dealer in America.

This reward created more comment and seemed to do more toward satisfying prospective buyers that the bag was all we claimed than any other feature of the letter. It worked so well that we used it later on other items such as raincoats, overcoats, and the like. You will find it illustrated in a later shirt letter.

While we were testing different letters on the traveling bag, and before we had hit upon the successful giant form of appeal, we tried several other forms of bags, among them a Gladstone. This was a new product with us, so we decided

it was another chance to try the value of that "will you do me a favor" appeal. It worked, of course. I have seldom known it to fail. So we added something like 15,000 Gladstone bags to our 50,000 sale of regular traveling bags. Here is the letter that did it:

DEAR CUSTOMER:

This letter is purely personal and does not seek business. Rather, it invites a courtesy from you, appreciating the fact that if—in your considerate way—you can help another by a simple act of politeness, you will do so—and gladly.

Here is the way of it:

For three years now, you know, we have been selling the famous "Statler" Traveling Bag direct to the consumer at a saving of a good many dollars from the usual retail price.

But many of our customers have written us that they want a bag that will hold a couple of suits of clothes without wrinkling, besides their clean linen, shoes, toilet articles, etc., in a size that will fit easily under a Pullman berth, and of the right weight for carrying by hand.

So this Spring we are bringing out a fine new "Gladstone" Bag, made of genuine cowhide leather—so sturdy it will last a **lifetime**—over a steel frame, with massive solid brass hardware, *sewed* leather edges, and heavy leather corners.

But here, I believe, is the *Biggest Improvement* ever put into any kind of Gladstone Traveling Bag. This new Gladstone" has 8 handy pockets which give you a special place for each of your toilet accessories--comb and brush, shaving set, tooth brush and tooth paste—even your shirts, pajamas, underwear, and collars!

Not only does it put **everything** right at your finger tips. Not only can you pack your bag in *half* the time. But everything is kept separate! Your clothes are never mussed or wrinkled. Bottles can't tip over, and even if one breaks no harm is done, for each of the tidy pockets is *rubber lined*.

For anyone who wants an unusual piece of **QUALITY** Luggage, built **to** endure, I don't believe he could find the equal of this

new "Gladstone" Bag for less than \$30.00. At a very low price like \$19.85, I believe these Bags will "sell like hotcakes." But you know how it is in merchandising—you can never be sure of such things until after you have sunk a lot of money in them.

Which *brings me to the courtesy I want to ask of you:*

I'd like to make sure of the demand—or lack of demand—before we sink too much money in this new bag. So I'm writing to a number of our own customers to ask each of you this:

Will you try out one of these new "Gladstone" Bags for me for a week—USE IT—take it on a trip, notice its convenience, its fine appearance—see how it compares with bags that retail in stores for \$30.00? And then write me?

Needless to say, I'll send you a Bag you can be proud to take with you to the most exclusive home or hotel—a Bag that in appearance as well as quality and convenience will compare with any you meet on the Twentieth Century Limited.

Just put your name and address on the enclosed "Special Privilege Card" and I'll send you one of these new "Gladstone" Bags by prepaid Parcel Post—to be used for a week *at my risk and expense — FREE*

At the end of a week, if you should like the Bag so well that you want to keep it, you can pay—NOT the \$30 or \$35 you are accustomed to paying in stores, BUT OUR SPECIAL INTRODUCTORY PRICE TO YOU OF ONLY \$19.85.

Otherwise just send it back at our expense, and in payment for the week's use, tell me frankly your honest opinion of the Bag and of its salability.

Naturally, however, your opinion will be of value to me only if I get it NOW—when the Vacation travel season is just opening—before we definitely authorize the manufacture of any great quantity of these new "Gladstone" Bags.

Won't you, therefore, fill in your name and address on the card tonight *if you can*, and mail it? On second thought, better mail it right away—while you have it in your hand—so there will be no chance of forgetting it.

I thank you for your courtesy.

Yours for mutual cooperation,

One amusing feature of this sale was an experiment we made with special delivery stamps. We filled in names and addresses on 1,000 letters very carefully, and instead of the usual 1- or 2-cent stamp, we sent the letters special delivery. The results jumped from the 3 per cent we got on ordinary postage to 9 per cent from the 1,000 special delivery letters.

That was too good to pass up, so we made our entire mailing special delivery. Wow! What a roar went up! When a man is wakened out of a sound sleep late at night by the ringing of his front door bell, and stumbles down the steps to find a messenger with a special delivery letter, you can feel sure you have his attention. Visions of sickness and sudden death flit through his mind. He tears open the envelope in fear and trembling, reads a few paragraphs, and finds that the only thing wrong is that we want him to try a new Gladstone. Oh, boy, what a feeling!



It was a good thing most of our customers lived a long distance away, so they had time to cool off before they reached us. But distance did not cool the letters they wrote. They just about took off the hide! We did not try that again, since, in the first place, on the big run our orders dropped down to 6 per cent, and in the next we angered so many of our customers that even double the number of orders would not have been worth the price.

That summer there was hardly a product that did not go well. Silk socks, shirts, underwear—everything we could think of in the line of men's wear.

Then we came into the fall and the coat season. Giant letters had done so well on traveling bags that we decided to try them on topcoats as well. Sure enough, they greatly out-pulled the ordinary letter and circular, so we made our big sale that fall with giant letters. Here is the one that did the trick on topcoats:

DEAR SIR:

I'm writing you this "Giant Letter" because I'm very anxious to get your frank opinion concerning a new product which we're just about ready to market. It's the "AnyWeather" Topcoat. To attempt to produce a really fine-looking light overcoat of all-pure-wool cloth at less than half the price that topcoats usually sell for may strike you as presumptuous. It did me at first—after fifteen years experience in the clothing line. **No**-body had ever done it before. But along came a happy combination of circumstances. And I grew enthusiastic over the job.

Wool, you know, has been high for a long time. Last February it **hit** the toboggan. *The first of June, it was selling for 36% less than in February!* Then it went up again. We were watching it so closely that we got in almost at the very bottom. With our wool costing about a third less, if we could only cut the manufacturing cost as much, we could possibly afford to sell all-wool topcoats for half the usual price—the sales would be so big. And the factory tells us it **CAN** cut the costs if *we'll let them gear up to make as many as 20,000 Topcoats at a run.*

So I'm writing this "Giant Letter" to you and a number of other representative men in different sections of the country to ask you this:

Will you please look at one of the sample Coats the factory has made up—try it on—**WEAR IT FOR A WEEK** at my risk and expense—**—**and then tell me what you think of it?

You see, I'm anxious to find out now—in advance of the Fall season—how many of these coats I can hope to sell this Fall. And it's on your opinion, and that of these few other selected business men that I'll base my plans. Will you help me, please,

by using the enclosed card right away? If you think the "AnyWeather" equal to or better than topcoats you've seen for \$25 or \$30, I'll deeply appreciate your telling me so, and I'll be further grateful if you'll give me your judgment as to what selling price I should try to figure these coats down to, in order to sell 20,000 of them in a single season. \$19? \$18? \$17?

If you should want to keep the sample "AnyWeather" after your week's tryout, I'll make you a special INTRODUCTORY PRICE on it of \$14.85. Otherwise you can just return it at my expense and accept my thanks for your courtesy and advice. Will you try this out for me, and then drop me a line—as one business friend to another?

Sincerely yours,

The inside pages showed a good looking, well-dressed man wearing the top coat. The headline read, "This is the 'AnyWeather'—\$14.85." Under it was copy featuring the style, the comfort, the convenience, and the good looks of the coat. To bring out its rainproof qualities there were these paragraphs:

Wind? Rain? Sleet? What do they matter to the man who wears an "AnyWeather"? Changes in the weather **only** emphasize its usefulness. Wind-proof and shower-proof, yet **up-to-the-minute** in style, it's a coat for any weather.

For hidden in that soft gray, beautiful All-Wool cloth is a shower-proof quality that sheds the hardest rain for thirty minutes—yet clothes you with comfort and distinction as well.

Pleasant on mild days because of its lightness—dry and cozy on stormy days because it repels cold and sheds water like a duck's back—the "AnyWeather" is a Spring Topcoat of uncommon distinction, ready alike for shower and shine.

The "\$1,000 Reward" was featured on the last page, along with a water-drip test calculated to prove to the most skeptical that the coat was really rainproof.

When we came to overcoats, however, we found the giant a bit passé. We had been working it too hard. So we changed back to the letter and circular and had our usual **big**

sale of overcoats. The following is the letter that worked best:

Coats that Will Last—
In *a* Sale that *Won't!*

DEAR CUSTOMER:

Here is one of those "Specials" that we let our customers and friends in on every once in a while.

Wool, you know, has been high for a long time. This Spring it hit the toboggan. At the end of May it was selling for fully 36% less than in February. Now it is back up again.

But while it was down, we got in our orders with the Mill for enough fine, double-texture all-wool cloth for 4,000 "KeepWarm" Overcoats! We tried to get more, but the Mills wouldn't tie themselves up for any bigger quantity at this low price.

Then during the Summer, when the factory would otherwise have been idle, we had them make up these Coats in this Winter's new model, with its long, flowing lines, set off by broad lapels and deep patch pockets.

The result is that, while in style, in workmanship and in fabric these Coats are as fine as any we have ever offered, we can sell them to you *for* only \$26.50! The equals, mind you, of coats we have sold in the past for up to \$40.

And that isn't all. So sure are we of their unusual value that we will send you one of the coats themselves—in your own exact size—for you to SEE, to EXAMINE, to ACTUALLY TRY OUT AND WEAR FOR A WEEK at our risk and expense!

There is only one string to this offer—one condition of any kind. You must use the enclosed Special Reservation Card *at* once. Naturally, bargains such as these will be snapped up quickly. We got only enough cloth for 4,000 coats. We couldn't get any bigger quantity without paying a lot more money for it. When these 4,000 coats are gone, the sale closes.

All you have to do is pencil on the card how tall you are, how much you weigh, and what size collar you wear. By return mail, your "KeepWarm" Coat will come to you—not merely in your exact size, but in the right length for a man of your height and weight. No money. No risk. No obligation.

But **use the** card today! Cards received too late will be acknowledged with a note of regret, for we have only 4,000 of these good "KeepWarm" Overcoats to sell at this special price, and it may be years before such a happy combination of circumstances occurs again.

Yours—for SAVINGS,

In between the mailings on these more important products, we sent out small efforts on such items as woolen socks, underwear, bathrobes, and so forth, most of which did well enough, but not to be compared in volume with the sales of coats and bags.

To show you the limitations we labored under, one of the things we tried was trunks. We got the orders all right, but the trunks were so bulky we had to ship them by freight. It was a couple of weeks, on the average, before the customer received his order, and by that time he was so disgusted with our service and the trunk was so scarred from handling that he fired it right back to us. So we never proceeded beyond the test.

At times we tried clocks, watches, and the like, too, but found that mechanical defects caused so many complaints and returns that they took too much of our time. So we dropped them.

For Christmas we had our perfume offer from the previous year's test, so we merely tried a few other items with an eye to the following year. Remembering what a sale we had had on traveling bags in the summer, you would hardly think these would make a good Christmas offering, yet of all the tests we made, the following on traveling bags pulled the best results:

DEAR CUSTOMER:

"What on earth shall I give him?"

Choosing the "just-right" Christmas gift for business associate, or brother, or son is a perplexing problem. You want to put

your personality into the present, to give something that possesses individuality, something that will be a pleasant reminder of your thoughtfulness for years to come.

We know how you feel, and for you we have a gift that will please any man.

You know how every man admires a really fine Traveling Bag. Most Traveling Bags are just plain carry-alls. You dump everything into the bottom of the bag, and then you rummage through the mass for what you want.



All of that has been done away with in the new "Statler" Bag. Along one side of the bag are 8 moisture-proof pockets for your every toilet need. Along the other are three long, deep pockets, for shirts, ties, handkerchiefs, underwear, papers, etc., leaving the whole bottom free to pack clothing or bulky objects. It is the biggest improvement, we believe, that has been made in Traveling Bags in twenty years.

And now a new improvement has been added—a **patented**, AUTOMATIC LOCK that does away with **all** the bother incident

to opening or closing the old Traveling Bag. Lock and clasp all spring open at the mere pressure of your thumb. **And** close the same way. They are AUTOMATIC—and they are SAFE!

For a really distinctive gift, I don't believe you can find the equal of the "Statler" within \$10.00 of its price. Certainly, if the half of our customers' letters are to be believed, you cannot find it in the luggage field.

So sure are we of this that we will gladly send one of the new, improved "Statler" Bags to you—at our own **risk** and **ex-
pense**—*for a week's* FREE TRIAL.

Send no money. Pay nothing on delivery. Just your name and address on the enclosed "Special FREE-TRIAL" Card are all that is necessary. But it will have to come in promptly, for we had the factory make up only 1,000 of these new **Model** "Statlers" specially for Xmas gifts, and they won't be working on them again until after the Holidays.

While these 1,000 Bags last, we're going to make it—"First come, first served!"

Sincerely yours,

That marked the end of a successful year—the biggest and most successful the company had yet had. It showed that the only limit to its sales was the limit of its ingenuity in presenting its sales appeal. That—and the number of names it could lay hands on of people who had bought other products by mail.

XVIII

The Third Fifty Thousand

BEATING RECORDS is a contagious disease. The moment you have broken one the urge comes upon you to show how much better than that you can do, if only to prove that breaking the first was no accident.

We had come to look upon our traveling bag sale as our business indicator. Two years in succession we had sold 50,000 bags a year, besides the Gladstones and ladies' cases, which went in no small volume. Could we do it another year? Competitors were betting we could not. Toward the end of the previous season they had introduced in luggage stores all over the country a bag as like ours in appearance as two peas in a pod, which they offered as a "Special" at \$1.00 less than our price!

Of course, it hurt our sale. This bag would have been disastrous for us if it had appeared early in the season, since the stores advertised it extensively. But our sale was almost finished before theirs started. It gave us notice, however, of what we might expect the following summer.

True, the other bag was made of shoddy material and would not stand up under hard usage. But who was to know that merely by looking at it? On the outside it looked as good as ours. And it was priced at \$1.00 less. What was the answer?

The answer came from our tests of the previous year.

Looking over the records, we found that the tests we had mailed on traveling bags in late January and February had done just about as well as the same circulars mailed in June—which was the best part of the regular traveling bag season!

So we stole a march on our competitors. While they were making preparations for all the things they were going to do to us in the summer, we got out our big mailings on traveling bags in February! And we sold more than half of our 50,000 quota!

When the regular season came, we mailed a few tests, of course, just to see if we could sell some more then, and found that our competitors' tactics had done just what we expected—made orders so hard to get that it did not pay us to make a mailing. So we let traveling bags rest all through the season. Then, when the others' campaigns were all over, we started again, and before the end of the year we had disposed of the last of our 50,000 bags!

That was putting one over on them! Yet we did it with the simplest, most ordinary of letter appeals. Here is copy of one of them:

DEAR SIR:

Only once in 50 years comes a Luggage improvement like this: You know how often you have had to struggle with the locks and snap on your Traveling Bag. You know how they catch at times—how you have to use both hands and knees to get them closed?

Here is a new Traveling Bag frame that does away with all that bother. Lock and catches are in one piece—and they are AUTOMATIC! Snap the lock and you snap them all!

A more convenient, a better-looking frame has never, we believe, been devised. So simple that any child can work it, so easily operated that it snaps open or shut at the mere pressure of your thumb and forefinger, it is still so safe that it defies the cleverest thief.

THEN IN ADDITION, this new model "Statler" Bag has all

the improvements that made the "Statler" Bag famous—the genuine cowhide leather, so tough it will last forever, the double handles, the solid brass hardware, the ten handy, moisture-proof pockets that almost pack themselves.

Naturally, these new bags cost a good deal more to make than the old ones. So the price must go up. But on the first bags to come from the factory we are going to make the same low price as on the old model "Statler" Bag—only \$14.75 delivered to you!

This price holds good only on the first bags. It is subject to withdrawal at any moment. We make it in order to introduce these new model bags quickly, knowing that with them, to be seen is to sell.

The "FREE-TRIAL Card" has been numbered and recorded. If mailed at once, it will bring you, without one cent of cost or obligation, a new model "Statler" Bag for a week—to be seen, to be examined, to be TRIED OUT and USED for a week at our risk and expense.

But you will have to mail it right away.

Yours—if you are prompt,

But don't imagine we were idle while the regular traveling bag season was on. Starting in late January, when we mailed our first tests on the bag, we sent nearly 18,000,000 circulars of one kind and another during that year. And these brought in gross orders in the neighborhood of \$6,000,000.

After the traveling bags, we sold "AnyWeather Topcoats"—scads of them. There seemed no end to the number of topcoats the market would absorb. We sold them profitably each spring. We sold them twice as profitably each fall. And then the next year would roll around, and we would do the same thing over again.

Here is the letter and circular we used this time. It is the last we shall give on topcoats because, although we changed their tenor and form, the idea behind the later ones remained much the same.

DEAR CUSTOMER:

I am going to send you within the next few days one of our famous "AnyWeather" Topcoats.

This "AnyWeather" Topcoat is probably not like any Topcoat you have ever had before because:

1. The cloth in the "AnyWeather" Topcoat is not only all-wool. It is full-weight wool—16 ounces to the yard.

2. The "AnyWeather" Topcoat is designed like the latest imported English Topcoats—therefore stylish right up to the minute.

3. The "AnyWeather" Topcoat is carefully tailored in every detail. The lining of genuine Lustra-serge makes the coat slip on and off easily.

4. But here's the biggest difference: The "AnyWeather" Topcoat is shower-proofed so it will withstand thirty minutes of steady rain.

I am going to send this coat to you—with no obligation on your part—for you to examine and actually see the difference between it and the Topcoat you now wear.

There's just one thing—I can't send the coat until you tell me three simple measurements. Just your height, weight, and collar-size. You can do that in a jiffy on the enclosed postcard.

When I send the "AnyWeather" Topcoat, there's absolutely no obligation on your part to pay for it. You can return the coat for ANY reason, or for no reason at all.

But Here's the Most *Important* Part

If you find the "AnyWeather" Topcoat is everything I say about it (and you're to be the sole judge), how much would you expect to pay for it? \$22.50? No sir, that's what you'd expect to pay for cheap "sale" Topcoats. \$25 to \$45—the price that most good Topcoats sell for nowadays? That's more like it. Well—if you decide to keep the "AnyWeather" Topcoat, you need send me only \$14.85. That's the entire cost to you.

How can we do it? First, we hit the wool market just **right**, when wool was down a few months ago, and placed our order for 60,000 yards of this fine all-wool cloth. This was probably the largest order ever placed for one kind of Topcoat cloth and a tremendous saving was made. Second, we had the

factory make up more than 20,000 coats from this cloth *all at once*. We could thus take advantage of great savings in production.

Then, of course, when you deal direct with us by mail, you pay none of the costs of selling through Jobbers and Traveling Salesmen who call on dealers, to say nothing about the heavy costs of ordinary retailing.

Just fill out the enclosed card and shoot it back. The "Any-Weather" Topcoat will come by Parcel Post (prepaid, of course) with no obligation for you to keep it. You can't lose a penny. I'm the one who is *asking* to send the coat. Won't you let me?

Yours for "Any Weather,"

The 6- by 9-inch circular showed a picture of a fine-looking topcoat on the first page, with the headline "Two tests of a good coat." The next page showed the coat being tested for its water-proof qualities, while the opposite page illustrated its style and fine appearance. The headline on the former was, "Will It Stand This?" continuing on the latter "And Still Be Dressy?" "20 drops of water a minute," read the copy under "Will It Stand This"; "that is our laboratory test for shower-proofing."

Each drop falling on exactly the same spot. Ordinary fabrics would be penetrated at the third drop.

But every "AnyWeather" Topcoat is shower-proofed by a process that enables it to withstand this test for at least 20 drops in exactly the same spot! It will keep out a steady rain for half an hour or more. You can throw a bucket of water over it, and not one drop will come through!

For the "Dressy" page, the copy read:

In the early days of Spring, you are alternately baked by warm sunshine, soaked by sudden showers, bitten by cold winds.

Yet a man wants to look well-dressed, no matter what the weather. He wants to be comfortable, too.

The "AnyWeather" Topcoat is All Wool—therefore durable. It is light and yet weather-proof—therefore comfortable. It is made of a soft beautiful gray cloth, rich in appearance and designed like the latest imported English Topcoats—therefore stylish. Just the sort of a coat a man wants when the weather is changeable.

All the style and warmth of an imported Topcoat. All the protection of an ordinary raincoat. Distinctive in cut, material, and design. Light and pleasant on mild days. Dry and cozy on stormy days. Rain can drench—but never hurt it. Sunshine can bake—but never shrink it. Because it is made of pure wool cloth—all wool, and 16 full ounces to the yard.

The remaining pages pointed out special features, the reasons why we were able to make the price so low, the huge range of sizes and lengths, and the week's free trial.

Then came shirts. The previous fall we had tested the giant letter on shirts and received such good response that we decided to make a big mailing at the first opportunity. And spring is the best time to sell shirts. So we made our mailing. And a goodly part of our quota of 340,000 shirts was hung up then and there. Here is the letter that did it:

Before the Price Goes Up!

DEAR SIR:

A short time ago one of the old, reliable mills that makes the finer qualities of woven Madras for shirts began sending out S. O. S. calls.

They had kept their plant going steadily for months, thinking that the usual demand would easily take care of their excess output.

But, with the weather so generally unseasonable, the usual demand didn't materialize. And there they were, heavily overstocked—and needing money.

If we would take *all* their surplus stock of the finer grades of woven Madras, amounting to a *quarter of a million* yards, they offered to let us have them at away below any price we had ever

paid for shirtings in all our years in business — at *far* less than they could make the materials and sell them today.

We took them—the whole quarter-million yards—at a tremendous saving in cost. There were five different patterns—as fine looking as any we've seen.

By concentrating all our efforts on these five desirable patterns and selling five shirts to a box (just as they are originally packed in the factory), we can offer these “LongWear” Madras Shirts delivered right to your door at only \$7.95 for the five, *postpaid*.

A Bargain You May Never Get Again!

Of the quarter-million yards of fine woven Madras we got at this low price, nearly two-thirds are gone. The rest won't last long.

If you will drop the enclosed card in the mail at once, while our range of sizes is still complete, we will send you a box of these fine shirts *at our own risk and expense* for a week's inspection FREE! Delay—and we don't believe you will be able to find their equal at a third higher price.

Send no money—pay nothing on delivery. Just tell us how tall you are, how much you weigh, and what size shirt you usually wear. Then sit back and watch results!

But you will have to mail the card right away, for at the rate orders are now coming in, these fine Madras shirts will all be gone in another couple of weeks.

What was it sold these? The bargain appeal, of course. But a bargain offer is of no use unless you make it convincing. We had a real reason for our bargain, so it succeeded. And we backed up the bargain with seven points, which showed the buyer that despite the low price, he was getting every feature of a fine shirt.

That is even more essential, you know, than the bargain, for though low price is a lure, it never gets far unless backed by reasonable quality.

In the summer we followed up with a sale of broadcloth shirts, and they went even better than the Madras. With them, you will notice, our sales talk was aimed more at corn-

fort and fine appearance and quality than at any bargain appeal. Of course, we always had in the back of our minds the fact that no man is going to the trouble of sending away for things he can just as well get around the corner unless he feels that he can save money by so doing. So we never failed to bring in the money-saving angle. But many times our most successful pieces were those on which we sold the quality or comfort or usefulness of the product, and then brought in the saving of money as an afterthought.

DEAR CUSTOMER:

In every man's wardrobe is some particular article—a tie, a shirt, or a suit—that he likes best to wear, because he looks his best and feels his best in it.

That's the way you'll feel about these "LongWear" Broadcloth Shirts—once you've worn one of them.

In the past couple of years, you know, fine quality white Broadcloth shirts have taken the place of silk as the finest "dress up" attire for men.

The Broadcloth in the new "LongWear" Shirt is imported from England, where the finest Broadcloth is now made. It is snowy-white in color, with a lustre that rivals that of silk, and it has a subdued softness of texture that one loves to feel.

There is no way of duplicating the rare lustrousness, the durability of this genuine imported English Broadcloth.

No imitation can tailor so superbly, can retain its snowy whiteness and silky finish after repeated launderings, as can the English cloth.

An Offer We Can Never Make Again!

Last Spring, when Sterling Exchange was low, we contracted for enough fine quality English Broadcloth for 10,000 shirts. It was necessary to place that large an order to secure this fine cloth at the lowest possible figure.

Now Sterling Exchange has gone up to par, and the indications are that it will stay there—or above! If we had waited until now to order, these shirts would probably cost us—in wholesale quantities—little less than the price we can now offer them to you

in lots of one-third dozen (just as they are originally packed in the factory) — only \$7.95 for *four shirts*, postpaid.

But 10,000 shirts don't go far among our more than 300,000 customers. Already half of them are gone. The remainder won't last long. If you will drop the enclosed card in the mail at once, we will send you a box ($\frac{1}{3}$ dozen) of these fine shirts *at our own risk and expense* for a week's inspection FREE!

Send no money—pay nothing on delivery. Just tell us how tall you are, how much you weigh, and what size shirt you usually wear. Then sit back and watch results!

But you will have to mail the card right away, for at the rate orders are now coming in, those 5,000 will be gone in another couple of weeks.

Hastily yours,

The first page of our circular is shown in the cut on page 223. The inside pages elaborated on the "7 Things to Watch":

There are seven things to look for when you buy a shirt, seven points of excellence that distinguish fine-quality shirts from the ordinary kind.

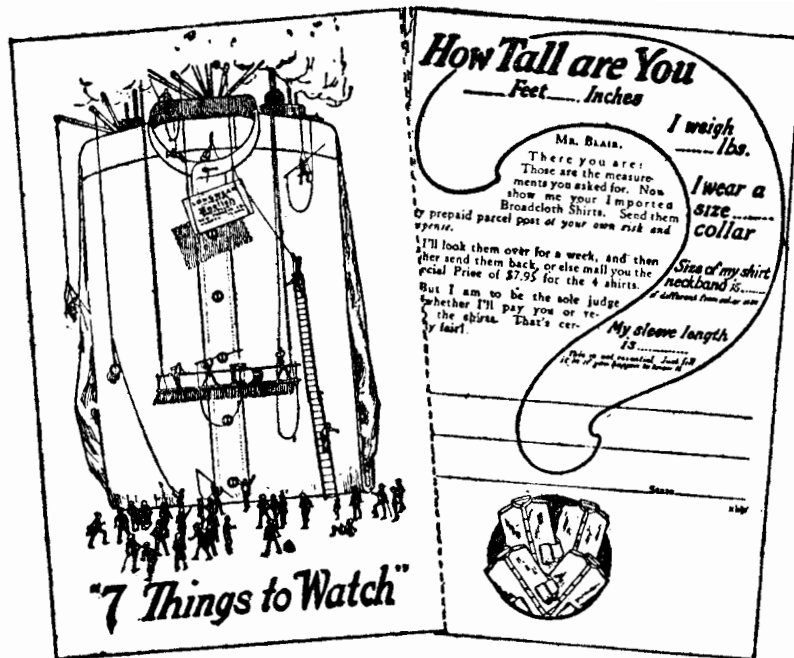
1. *The Neckband.* Should be concave shape, to insure perfect fit around the neck, and avoid the bulging that results from the usual "straight-edge" band. And *non-shrinkable* — that is essential. Of 96 x 100 thread-count cambric, with beaded edge to prevent chafing. Most neckbands are made of left-over shirt material, by the shirt manufacturers themselves. The neckbands on "LongWear" English Broadcloth Shirts are made by a concern which makes a business of manufacturing neckbands only, and of doing it pre-eminently well.

2. *Chest.* Extra width across chest makes for free play of arms and shoulders. "LongWear" English Broadcloth Shirts have two and one-half more yards of material per dozen in them than is used in ordinary shirts.

3. *Armpits.* Extra depth in the armpits keeps the shirt from "pulling" when you raise your arm. The sleeves, too, of "LongWear" English Broadcloth Shirts are extra wide.

4. *Buttons.* Of Ocean Pearl. They cost more than freshwater, but look better and last longer. "LongWear" English

Broadcloth Shirts have six buttons down the front instead of the usual five, to prevent any possibility of unsightly gaping. And the buttons are unusually large.



5. *Box Pleat.* Extends all the way down the front instead of stopping under the last button, as in ordinary shirts. No matter how much your shirt may pull up, the finish on it is just the same—as good-looking at the very bottom as at the top.

6. *Side Seams.* Made extra long, so the shirt stays put when you are wearing a belt.

7. *Tails.* The tails of "LongWear" English Broadcloth Shirts are cut full around instead of triangularly shaped, as in most shirts. There is body to them. They stay put.

Notice one thing in all these circulars. There is never any choice in quantity or price or any other essential feature. Occasionally we gave a choice of color, or, in the case of shirts, of collar-attached or neckband style. But when we did so, we made no mention of this in the letter. We put it inconspicuously on the order card.

The reason for this we have explained before. There is only one way you can sell a man by mail. That is to get him to act at once. Nine times out of ten, the deferred order is a

lost order. You get a few of them, of course, but they are not worth counting on. So we never intentionally put anything into a letter that would cause a man to hesitate. We centered our talk on one article, of one quality and design, one price. Where there was a group of articles, as with shirts and socks, we offered a definite number at a group price. Never a choice—"Would you rather have this?" or "Do you think that would be preferable?" We centered our whole appeal upon the one unit, and stood or fell by that.

In the old days, the company had enclosed with many of its letters a circular offering a dozen other allied products. We were able to prove by conclusive tests that although this method brought a greater number of orders, the actual volume of sales was not so big as when we specialized on a single product. So for a while we confined our efforts to one product at a time.

Then came the time when we took on some women's and household products, and it occurred to us that as long as we were writing the head of the household about something for himself it might be a good idea to enclose something he could hand to his wife. But it had to be done in such a way as not to take one iota of his interest away from the product we were trying to sell him. So again we adopted an expedient of the book business and put a separate sealed envelope in with our regular circular. On the outside was some catch-phrase indicating that it was for the wife only; inside was a separate letter and circular describing blankets or linens or towels or lingerie.

That is the one way I have ever seen in which you can sell two separate and unrelated products in a single envelope, without interfering with the pulling power of your main offer. It added not merely to the number of orders received, but to the volume of actual sales. It worked so well that it has been in use ever since.

This technique was just one of the things we discovered that year. In the summer we sold some 30,000 pairs of men's silk socks. Here is one of the letters that did this:

DEAR CUSTOMER:

Do you know how to distinguish pure Silk Socks from "loaded" or "fibre" silk? There are three ways:

1. By fire test. Pull out a loose end of silk and touch a match to it. If "loaded" or "fibre," it will burn with a flash and leave a white or grayish ash. If pure silk, it will curl up and leave a round black ash.

2. By water test. "Fibre" silk, when wet, will easily pull apart. Pure silk, wet, is stronger than ever.

3. By feeling test. "Fibre" and "loaded" silk both have a hard, slick feeling; a flashy, glossy appearance. Pure silk is soft and yielding to the touch, with a subdued lustre all its own.

By fire test, by water test, by feeling test—and by the final test of long, hard wear—"Longwear" Silk Socks have established themselves among men who know and regard value first as the standard of quality.

And the quality is more than label deep. It permeates every thread of every sock. Just listen:

a. Made of pure thread Japan silk—and pure thread silk is stronger, strand for strand, than steel wire!

b. The silk in "LongWear" hose is 11-strand—not 8- or 9-strand as in many silk socks that are priced merely to SELL.

c. Investigations show that 90% of all socks wear out at the toes first. That comes from wearing socks too small. "Long-Wear" Silk Socks are made slightly oversize—not enough to notice—just enough to keep that energetic big toe from stretching and pushing its way through.

d. The sole is double thickness for extra comfort, and heel,



*Strand for Strand--
Pure Thread Japan Silk
Is Stronger
Than Steel Wire*

toe, and top are reenforced with fine mercerized lisle for extra wear.

For the man who seeks foot-ease, "LongWear" Socks give that rare combination of ease, style, and long life—all at reasonable price.

But that isn't all.

By selling these fine silk hose in wholesale lots of a dozen—the same amount that hundreds of dealers buy at one time—with none of the cost of jobbers, or traveling salesmen, or high store rentals, we are able to give them to you at the low Direct-By-Mail price of \$7.95 for the dozen—only 60-some cents a pair.

And if you mail the enclosed card at once, while the season is at its height, we will send the socks to you for a week's examination at our risk and expense.

But to get "LongWear" Silk Hose on approval your card must be mailed NOW!

Yours 'til then,

With this letter went a small, two-color circular, the front of which is shown on page 225. On the inside pages, under the heading "Why These Silk Socks Wear Longer," was the following explanation :

Let's get right down to what makes a "LongWear" Silk Sock wear longer. The paragraphs below tell you what is put into our socks that makes them live up to their name—"Longwear."

1. Made of pure "thread" Japanese Silk—about the finest and most expensive in the world. And pure silk thread is stronger, size for size, than steel wire!

2. The thread used in knitting "LongWear" Silk Hose is 11-strand—making them heavy and rich looking. Many socks, you know, are knitted with 9-strand thread, and chemically "loaded" with tin to give the heavy, lustrous appearance. But the chemicals eat the strength and life out of the silk. That's why "loaded" silk socks go to pieces so quickly. There is no "loading"—no "fibre silk"⁹—no "imitation silk"⁹—in "LongWear" *pure thread silk* Hose.

3. For extra wear, "LongWear" Socks are reinforced at sole,

toe, heel, and top with hard-wearing Lisle, and the sole is double thickness for safety.

4. Knit—not stretched—to size. Gives you that snug-fitting look around the ankles—and the fit is permanent.

5. Top--elastic Lisle, doubled. No garter runs there. Fast colored with only the best dyes.

6. One of the biggest reasons why "LongWear" Silk Socks offer such remarkable resistance to long miles of strenuous wear is because the feet are made slightly oversize—not enough to make the soles bulky, but just enough to keep toes and heels from stretching too tight.

Investigations have shown that 99% of all silk socks give way first at toe or heel. Making "LongWear" Hose a trifle oversize has put an end to throwing away socks otherwise perfectly good, but with the heels or toes gone.

Don't judge these "LongWear" Silk Hose by the price. No matter how much you've been paying heretofore, find out whether these aren't better-looking, better-wearing silk hose.

The last page gave the reasons for the low price and featured the free-inspection privilege.

Then there were the broadcloth shirts mentioned above, and broadcloth underwear, and bathrobes, and several other items. The bathrobes provided an amusing experience. We had tested them earlier in the season, and the test had shown up well enough to justify buying some 10,000 robes, with slippers to match. But when we started to make the mailing, results fell off badly. Probably the reason was that the time to sell bathrobes is when the weather is cooler.

However this may be, we did not want to carry them over until fall if we could help it, so we tried the device of offering the slippers as a free premium if customers would send for and try out the bathrobe! You would be surprised how beautifully it worked. Those 10,000 robes melted away like snow before the summer sun.

In the fall we ran all our usual products and a few extra

ones too. Fancy woolen socks were one of these latter. They went over very well, and here is the letter that sold them:

DEAR CUSTOMER:

I am rushing out to you the first news about one of those "Specials" that we let our regular Customers in on once in a while—

This one is for the man who is used to paying a dollar a pair for his hosiery—

Only this time you need pay but 74¢—

For the closely knit hosiery that you need for Fall and Winter—enough wool in it to make it comfortable, just enough lisle to keep it from shrinking. The design is woven in lustrous Rayon to give that dressiness of appearance that is so essential.

As good looking, as long wearing, as comfortable hose as a man would want to put on his feet. You'll never know what luxurious comfort a foot can enjoy on a bitter winter day, until your feet have snuggled into a pair of "LongWear" Socks for Fall and Winter.

Last year they sold in lots of places for \$1.00 a pair. This year we can offer them to you, in special wholesale lots of 8 pairs to a box, at the amazing price of 74¢ a pair—only \$5.95 for the 8. Don't think this is going to be a regular thing! It is a special offering. We have only a limited quantity to dispose of at this astonishingly low price. You can imagine how long they will last.

Don't decide now. You can do that later. Just drop the enclosed card in the mail and your 8 pairs will come to you for a week's inspection FREE. Plenty of time then to see whether you like them so well that \$5.95 couldn't induce you to part with them.

Cordially yours,

Topcoats, of course, did well, but when it came to bed blankets, we again ran into one of those unaccountable cases where conditions change considerably between the test and the time of mailing; we found ourselves with 20,000 pairs of

woolen blankets on our hands, and the letter we had counted on to move them was proving a "dud."

You would never guess how we got rid of them. I happened to be in the president's office one day when the stock clerk came in to complain that the blankets were not well wrapped and that the ends of many of them were getting dusty. It brought to mind at once the good old damaged-set letter. So we sent out a damaged-blanket offer. Would you believe it—we sold not only those 20,000, but an extra 10,000 to boot?

That brought us into the overcoat season—quite the biggest one we had ever had. And when you read the following letter, you will surely see why:

DEAR DOCTOR:

Ever since I started this business, years and years ago, I've been dreaming of the time when I could offer a really good quality, fine-lookine;, all-wool Overcoat for less than \$20.

Not, mind you, a cheap coat. But a coat that you or I could wear. A Coat we would be proud to be seen in anywhere. A snug, warm all-wool Overcoat, such as you'd never expect to meet with for less than \$40 or \$45.

Sounds impossible, I know, but I believe I've done it.

And to prove it, I'm going to send one to you for a week's free examination and trial. Of course, I'll need to know your height and weight in order to be able to fit you accurately, but you can easily give me these on the enclosed card.

Naturally I can't keep this up long, for it was only an extraordinary combination of circumstances that made this marvelously low price possible. And even then we got enough really fine-quality cloth for only a few thousand coats.

While they last, you can SEE and TRY OUT one of them without cost or obligation—merely by using the card.

If you've ever bought its equal for double the price—just send ours back, that's all. Otherwise mail us the special sale price of \$19.85,

No need to tell you that bargains like these won't last long. And first come, you know, is best served.

May I hope you will mail your card today—now?

Sincerely yours,

That, with the Christmas sale, ended our biggest year, but before closing this chapter, I want to give one more example of the many products we tried out successfully, but abandoned because of the difficulty of giving a proper fit. This one was men's suits.

It is hard to imagine anyone who lives within a few blocks of good department stores sending away out to a small town for a suit of clothes. Yet that is exactly what happened. It was not the rural districts that our orders came from. It was from the towns and cities. And we got as many orders in proportion to the number of names on our lists from big cities like New York and Chicago as we did from so-called "hick" towns.

Knowing that fact, perhaps the result should have been foreseen. We got the orders without difficulty, but we promptly got back about 40 per cent of the suits almost as fast as we sent them out. And the reason? *Fit*. It is comparatively easy to fit a man in a topcoat or overcoat, but when it comes to a suit he is far more particular. There are so many different places where it has to fit him, and if it fails in any of these, it is a lost sale.

So we quickly gave up the sale of suits. But the letter may be interesting merely as an example of successful sales literature:

DEAR CUSTOMER:

Will you try this experiment?

Tear off the sample of "LongWear" Worsted from the inside of the folder herewith. Pull out a few ravelings of wool from one end.

Then cut a strip from the inside seam at the bottom of your trousers and pull a few strands from it.

Notice the long, strong fibres in the "LongWear" sample—Virgin wool—just as it comes from the sheep's back. Compare them with the ones from your own trousers. See how many little, short, broken looking ones there are among yours.

Wool—yes—but wool adulterated with "shoddy" taken *from* worn out garments, ground up and used over again!

A "LongWear" label in your suit means that it is every thread of pure Virgin wool—that it will not shrink or pucker or lose its shape—that the collar has been hand-tailored to make it fit right around the neck—that the sleeves have been hand-felled to make them comfortable under the armpits—that in style, in fit, in wearing quality, it will compare with any suit you have ever had at any price!

Try to tear that bit of sample cloth. Ever see a piece as strong? All the longest fibres of the Virgin wool are put aside, you know, for spinning into Worsteds, for only the long, strong fibres can be twisted into those compact, smooth strands. The result is a weave so firm, so crisp of finish, that it will not merely resist wear and tear, but will hold its shape and keep that new looking lustre long after any other suit would have been thrown away.

But that isn't all!

Have you ever stepped into a suit in a retail store and been able to walk right out with it without alteration of any kind? No—and neither have many other men. That's because the stores can carry suits in only 12 to 15 different sizes.

Where they have a few hundred or a few thousand customers, however, we have 318,000. Where they can carry 12 to 15 sizes, we have "LongWear" Suits in 90 different sizes and 10 different lengths!

That is the reason "LongWear" Suits fits you as though molded to your form by your own tailor. That is the reason that the few simple measurements given on the enclosed card are enough to insure you a perfect fit.

The price?—\$26.85.

And if you can match one of these suits anywhere at half as much

again—well, just send ours back, that's all. The wear you have had out of it will not have cost you a cent!

You see, selling in such huge quantities as we do, we get not merely the lowest manufacturing costs, without having to pay commissions and profits to any middlemen, but we go beyond that—we get the benefit of bed-rock prices on the cloth itself! In short, we eliminate any needless middleman, selling direct to you, saving you a good share of the price—and if we don't give you as perfect fitting, as handsome looking clothes as you could get from your own tailor, we don't want you to pay a cent.

To prove it, all you have to do is to fill in the few simple measurements on the enclosed card, stamp, and mail. After seven days you MAY return the suit—if you want to—and it *won't have cost you a cent!*

Try it out! Never mind what we SAY about the value and fit of “LongWear” Suits—FIND OUT! It's easy. Just fill out the form and mail it. No money—no obligation.

But mail it right away, if you can. For every Fall just about October 1st, we offer some such opportunity as this to some of our old customers until a certain percentage of our output has been booked up. Naturally, such opportunities are snapped up quickly. So it is important that you mail the card at once.

Nothing to sign. Don't send any money. Just fill in the few simple measurements on the card and mail. Your name's already on it.

At your Service,

If ever there was a business that required, as the price of success, eternal alertness and vigilance, selling by mail is it. The only thing about it you can be sure of is that you never know what you can do until you try. So we tried anything once. And some of the things we learned were surprising.

On the very day, for instance, that we read in a bulletin from some convention the speech of an expert on advertising and selling, in which he stated that no one but a fool would try a certain form of mailing, our tests showed that this particular form added **35** per cent to the pulling power of our circulars! Reminds one of the man who prayed: “Oh God,

give me young men with brains enough to make fools of themselves!"

We determined early in the game that we would be guilty of every sin in the Decalogue rather than the one unpardonable sin of knowing it all. So nothing was too bizarre for us to try.

Why, we even tried addressing every man on a list of several hundred thousand customers by his first name, starting our letter "Dear Jack," or "Dear Dick." This pulled a remarkable number of orders, but also angered so many customers that we were afraid the losses just about counterbalanced the gains. As a result, we bracketed this device with the special delivery mailing under the heading "experience," and did not try it again.

But some of the experiments did not turn out so badly. One time our purchasing agent picked up a big bargain in mufflers. When we tried to sell them, we found why they were such a "bargain." That particular type of muffler just was not selling that season. So the P. A. started to look around for a place to "job" them. Meantime, just as an experiment, and because we did not know any better, we put a slip in with every overcoat we shipped, offering the muffler at a special low price. Instead of jobbing those on hand, we had to look around for more mufflers!

We tried different styles and sizes of envelopes and found on one mailing that a picture of the town—which looked more like a picture post card than anything else and had no relation to the product we were offering—added some 10 per cent to the orders! Why? Because it attracted attention and made it easier for the reader to believe that a concern located in a little town like that ought to be able to serve him more economically than stores paying high rents in big cities.

We tried pictures on the letterhead and found that the old mail order letterheads showing the picture of the founder of the business, of which so much fun is made, have a sound

psychological reason back of them, and frequently they increase orders anywhere from 5 to 10 per cent.

We tried everything — metered mail against stamped; pre-canceled stamps against plain; pen signatures against facsimile; fill-in against running heads; processed letters against stencil and typewriter fill-ins; black ink against purple and blue and red; printing through ribbon against type. And the trend of all the tests seemed to be that anything which tended to make your letter seem more personal added appreciably to the number of your orders.

As an instance, testing the automatic typewriter, where the name and address are written in as perfectly as though personally typed, against the ordinary fill-ins brought no extra orders for the former — unless the reader's *name* also *was* worked into *the* body of the first *page* two or three *times!*

In other words, processed letters have become so perfect that people do not pretend to distinguish them from typewriting. But still they do not believe such letters are personally typed unless they see some mention of themselves down in the body of the letter. Then they will believe it is personal. Then they will read it. As a rule, we found that such use of the Hooven and similar devices doubled the number of orders.

These were just a few of the tests we made. There were literally hundreds of them. A book could be written about them alone. But by the time it came out it would be of little value. For the fascinating thing about this selling by mail — the thing that makes it impossible for any man or set of men to know all about it — is that it is continually changing. What you learn today you must unlearn tomorrow. You have **to** keep trying — and testing — and then just when you reach the point where you can arise and state with authority: "This you can do; that you cannot," along comes some darned **fool** who knows none of the rules and sells a million on the very plan you just said could not be worked!

XIX

Will You Accept This Little Gift?

WHEN YOU HAVE BEEN SELLING one article for five or six years, when you have pushed that sale so hard that you have disposed of 50,000 a year for three years in succession, and when competition on that item has become so keen that it has come down to a cutthroat basis, it is time to see if you cannot substitute some new item that will start the ball rolling all over again.

At least that is the way we felt about traveling bags. So for some time we had been testing a smaller edition of our traveling bag, to sell at just about half the price. We called it the "HandiBag."

It really started as a doctor's bag. We had lined one side of it with pockets to hold all sorts of small bottles and packets, and the other side with three large pockets for papers, stethoscope, and the like; and since it was a new product, we had tested it on doctors with our good old standby, the "Will you do me a favor?" letter. Here is the letter we used:

DEAR DOCTOR:

Will you do me a favor?

For several years now, you know, we have been selling Physicians' Leather Bags by mail, at a saving of a good many dollars from the usual retail price.

This year we have changed these bags so radically — arranged the pockets and the inside so conveniently for Doctors — that I

honestly believe no Physician or Surgeon can examine one without wanting it for his own.

Just listen—

On one side of the bag, five moisture-proof pockets lined with hospital rubber. You can put a bottle of iodine or acid or antiseptic solution into any of them without any fear of what will happen if the stopper comes out. On the other side, one big long pocket the full width of the bag, containing four heavy folders capable of holding your history sheets, prescription blanks, call list, rubber gloves, etc. And the folders are easily removable, so the pockets can be used for stethoscope or surgical instruments.

The whole bottom of the bag left free for larger instruments and bulky objects.

Adjustable lock, that opens or shuts at the mere pressure of your thumb.

A more convenient bag for Physicians or Surgeons has never, we believe, been designed, but you know how it is in merchandising—you can never be sure of such things until after you have sunk a lot of money in them.

Which brings me to the favor:

I want to make sure of the demand—or lack of demand—before we sink too much money in this new "HandiBag." So I've come to you with this favor:

Will you try out one of these new Doctor's "HandiBags" for me for a week—USE IT—see how convenient, how time saving, how handsome it is? How it compares with bags you have bought at \$12 or \$15? And then write me?

Needless to say, I'll send you our newest and finest bag, made of tough, outer "grain" cowhide—the kind that wears for years—with a richness of appearance that will not look out of place in the most exclusive home on the Avenue.

At the end of the week, if you should like the bag so well that you want to keep it, you can send me—not the \$12 or \$15 you would probably expect to pay for such a bag—BUT OUR SPECIAL INTRODUCTORY PRICE TO YOU, ONLY \$7.95!

Otherwise just send it back at our expense, and in payment for

the week's wear, tell me frankly your honest opinion of the bag and its salability.

Naturally, I am not making offers like this to everyone, so whether you accept it or not, I should feel obliged if you would return the card so as to insure against its falling into other hands. Naturally, too, your opinion will be of value to me only if I get it NOW—before we are definitely committed for any great quantity of these new model "HandiBags."

Won't you, therefore, fill in your name and address on the card TONIGHT, if you can? On second thought, better mail it *right* away—while you have it in your hand—so there will be no chance of forgetting it.

I thank you for your courtesy.

Yours for mutual co-operation,

The front of the "HandiBag" circular is shown in the illustration on page 238. Note that there was no writing of any kind on this page. Inside, however, under the heading "Have You Tried This NEW Way?" was the following copy, along with pictures of the bag and each of the particular features described:

You know how often, when you get a hurry call and have to "chuck" things into your bag quickly, stoppers come out and iodine or alcohol or acids get all over everything. Yet it's such a bother to wrap up each bottle—and frequently you just haven't the time.

The New Way

Now, it's no longer necessary. A real Doctor's Bag has at last been designed that does away with all the inconveniences of the old "Carryall."

Made of the tough outer "grain" cowhide—the kind that wears for years—its deep black leather and solid brass, gold-plated lock give it a richness of appearance that will not seem out of place in the most exclusive home on the Avenue.

But its unique value lies in the special arrangement of **pockets** on the inside—the greatest improvement, we believe, that has ever been made in a bag for the busy Doctor.

Here Is What Does It

Five moisture-proof pockets, of different sizes, for Thermometer, Hypodermic case, Emergency and Ampule case, Antiseptic bottle, etc., line one side of the bag. On the other side is one deep, flat pocket the full width of the bag containing four heavy folders, for holding history sheets, prescription blanks, call list, rubber gloves, etc. The folders are easily removable, so the big pocket can be used for surgical instruments.



All the pockets fold back flat and take up no room at all when not in use. Even when full, they leave the entire bottom of the bag free to pack bulky objects like gauze packets, Stethoscope, Blood Pressure gauge, Syringe, etc.

The Little Important Points

Every "HandiBag" is made of none but outer "grain" cowhide—the toughest we have ever used. Put through a **special** tanning process that makes it wear and **wear** and **WEAR!**

Seams are sewed—not riveted—and then secured with the famous lock-stitch. And all thread used on the outside is carefully waxed.

The lock is of solid brass, and opens and shuts at the mere pressure of your thumb. The framework of pressed steel. The handles are double, and carefully rounded for easy carrying. Handles first sewed, then riveted to the sides. The lining of deep-twilled, long-wearing Princess Cord, with the inside of the pockets lined with Hospital rubber.

The last page quoted letters of glowing praise from doctors who had tried the bag; it also emphasized the week's free try-out—no money, no risk, no obligation.

This letter and circular pulled well enough—around 4 per cent. On that basis our orders were costing us something less than 90 cents apiece, which, on a \$7.95 sale, meant a selling cost of about 11% per cent. That was not bad, but it was nothing to set the world afire, either. We were looking for something that would go so well that it would more than make up for the temporary slump of the regular traveling bag. And presently we found it.

Looking over the past records one day, I came across the letter in which we offered the bedroom slippers free if people would send for the bathrobe, and it occurred to me that something of the same kind might be tried with the HandiBag. You see, the bag was really so convenient and such a bargain that we felt sure if we could once get it into a doctor's hands he would never let a little matter like \$7.95 interfere with his keeping it. So we started looking around for a premium that would not cost us much, yet would have a universal appeal to every doctor.

And in a circular that drifted to my desk a few days later we found the answer. The circular described a new machine that would die-stamp names in raised letters upon such things as fountain pens at a cost of 2 to 4 cents each.

What could suit us better? Fountain pens are just about

as necessary to a doctor as his prescription pad, and they are continually getting mislaid. What more welcome gift than a fountain pen with his name die-stamped upon it? We would try it at once.

So we wrote to each doctor:

Will you accept one of the new, large-size, self-filling Fountain Pens, with your name die-stamped upon it in raised letters, in return for a little favor I want you to do? The favor is a simple one, pleasant and easy to render. Here is the way of it:

And then we went on with the rest of the "Will you do me a favor" letter given above.

Did that pull? Does honey draw flies? Instead of 4 per cent our new letter brought in 12 and 14 per cent of orders! We worked our entire list of doctors. We changed the letter to make it suitable for our regular customers and worked them too. In the first two months of that year we sold 60,000 HandiBags! The circular was about the same as that used on the doctors, except for the different cover shown on page 241. Here is the letter, without the fountain pen premium, as changed for the regular customer list:

DEAR FRIEND:

Before giving this offer wide publicity, we are laying it before a number of men whose judgment we value, with a request that they pass judgment upon the idea.

For four years now, you know, we have been selling the famous "Statler" Bag—the greatest improvement, we believe, that has been made in Traveling Bags in the past 20 years.

But many friends wrote us that they had no need for as large a bag as the "Statler"—that all they wanted was a sturdy, conveniently arranged bag for overnight or weekend trips. Couldn't we give them a bag made along the same lines as the "Statler," of the same long-wearing *cowhide leather*, and with the same wonderfully handy interior arrangement—but somewhat smaller and at about half the price?

We can—and will—if we can only be sure of the demand for

these *smaller-sized, lower-priced bags* before we sink a lot of money in them by putting them on the market in a "big" way. So I have come to you as a past customer of the house to ask if you will be good enough to help us out by giving us the benefit of your judgment on this new "HandiBag."



Will you try out one of these new "HandiBags" for us for a week—at our expense, our risk? Take it with you on a trip. Put it to any test you can think of. *And then write us?*

Needless to say, in both appearance and quality this "HandiBag" is one you can feel proud of anywhere.

14 inches long by 7 inches wide and 12 inches high, it is made of tough outer "grain" cowhide—the kind that wears for years—over a shiny steel frame. Its deep, black leather, its carefully sewn seams, and its heavy, gold plated lock give it a richness of appearance that will not seem out of place in the most exclusive home.

But its unique value lies in the special arrangement of pockets on the inside—the feature that more than all else has made the "Statler" Bag so popular. These little pockets give you a special place for your every toilet need. Not only that, but if tooth-paste happens to leak or a stopper come out of a bottle, no harm is done, for these handy pockets are each one lined with moisture-proof hospital rubber!

All we want you to do is try out this new "HandiBag" for a week. If at the end of that time, you should like the bag so well that you want to keep it for yourself, you can send us—NOT the \$12 or \$15 you would expect to pay for a genuine cow-hide bag in a store—but our special Introductory Price to you—ONLY \$7.95.

Otherwise all that is necessary is just to ship it back in its original container at our expense, and in payment for the week's use, give us your judgment of its salability.

Naturally, we are not making offers such as this to everyone. Naturally, too, your advice will be of value to us only if we can get it soon—before the vacation season opens up.

Won't you, therefore, mail the enclosed card today? Better still, put your name and address on it NOW—while it's right before you, while you need but reach for your pen or pencil and then drop the card in the outgoing mail.

I thank you for your courtesy.

Yours for mutual cooperation,

Although this was one of the most profitable sales we had ever run, it proved to be indirectly the cause of the greatest debacle the company ever experienced.

Sometime before, I had started a little publishing business of my own, and it was taking so much of my time that I felt I had best give up my out-of-town "consultant's" work. So after the HandiBag campaign was successfully under way I withdrew. I am lucky to be able to say that, because probably I would have been as easy a victim of the new idea as were the others. Here was the way of it:

I had never been able to sell to women on a large scale

as with men. Special lists, like the women on our customer lists, or the wives of customers, or especially-good mail buyers, I could write circulars for and show as good a profit as with men. But when it came to picking up lists of women by the hundred thousand and the million, I had never been able to write anything that would bring back the orders in profitable volume.

But when the HandiBag went over so successfully on a premium appeal, it occurred to some bright soul that women were even more susceptible to *free* offers than men, so why not pick some likely woman's product and put over a big sale on it?

Sounded reasonable, and except by chance I am sure I would have fallen for it as readily as did the others. Be that as it may, they scouted around for a suitable product and finally hit upon silk stockings. They wrote to miscellaneous lists of women:

DEAR MADAM:

Will you accept a pair of beautiful silk stockings, pure thread silk from top to bottom, in return for a little favor I want you to do?

The favor is a simple one, pleasant and easy to render. Here is the way of it:

I am going to send you in the next few days a box of six pairs of the finest pure silk stockings, in the newest pastel shades. When they arrive, look them over, pick out the pair you like best, and put it on; actually *wear* it for a day; then wash it and wear it again.

If you don't agree with me that it is as fine a pair of silk stockings as you have ever had on your feet—if in lustre and feel and wear it is not the equal of any you can buy in stores *at any price* — keep *that* pair as my gift and return the box with the other five pairs at my expense.

Of course, there was more to the letter than that, but **those** were the salient points. Did it pull? I leave you to guess.

In three months' time it brought orders for more than 600,000 pairs of silk stockings!

For a while it looked as though all we had done in the past was merely the efforts of "pikers." On a single product, going to people we had never been able to sell successfully in any large way, orders came in amounting to more than \$750,000. Then came the "morning after"—and oh, what a headache! It looked for a time as though the whole works were going by the board. Talk about the time we stood \$80,000 in the red on the first of June! That was mere "chicken feed." It looked as though the firm stood to lose three or four times that now!

I had a hurry call to drop everything and come up for a couple of months at any price. I found that of the more than 100,000 boxes of stockings shipped, 72 per cent were being returned, *minus* one pair in each box, and of the balance, some 10,000 accounts were uncollectible.

A sad enough prospect, truly, but when we tried to "job" those returned stockings it looked even more so. We could not get even half the price that had been paid for them. One-fourth was the best we were offered, and to add that tremendous loss to the amount already dropped on the sale would almost swamp everything. So we decided that we would *have* to sell the stockings by mail. And at a price that would leave us at least a slight profit.

This was some undertaking, I think you will agree. Selling 360,000 pairs of silk stockings is a hard enough job at best, but when you have just worked all your available lists on an offer such as the one that had been used, and when those stockings are "returns," it makes the difficulties look almost insurmountable.

But it is surprising what you can do when you have **to**. We had to sell those stockings. So we did! Though it took

every different kind of "sale" I had ever heard of and some I had not.

To begin with, we sat down and wrote every manner of sales appeal on stockings that we could think of. Then we tried them all—some twelve or fourteen of them. Of the lot, four pulled surprisingly well! So we took them in order and used each on our entire available list about a month apart. By the end of the year the stockings were gone, and instead of a tremendous loss, we showed for the year's efforts a net profit of \$18,000.

That looked pretty sickly after the big figures we were accustomed to, but any sort of black figures looked good to us then. It had been hard scratching, and we were thankful enough to be so well out of it.

To give you an idea of the endless methods we had used: We had never been able to sell to teachers. But someone suggested that we offer them a special discount in return for their giving us the names of five parents who would make likely prospects for our silk stockings. The result was that we not only sold this new list at a fair profit but disposed of a large number of stockings to teachers, making a slight profit here as well!

Then we happened to be moving into new quarters, so of course we used that to stage "The first removal sale in our history." From that we went on to a 1-cent sale, a combination sale--every kind of sale, in short, except a fire sale. And if the new building had not been so fireproof, we might have been tempted to have one of those too.

We managed to get out with a whole skin. But it was a close shave.

That is one of the great things about selling by mail. It puffs you up one day so you think you are the greatest thing on two feet. The next, it pricks the bubble and lets you down

with a dull, heavy thud. Talk about a little knowledge being a dangerous thing! A little knowledge can drop money faster selling by mail than gambling in the stock market.

And yet, properly run, there is no safer business on earth. You need never risk anything but the cost of a test. For instance, when Wells' **Outline** of History was offered to the publishers for whom I was then working, they didn't need to say: "All right, we'll gamble on that," or "We can't afford to risk that much money." No indeed! All they said was: "Give us a sixty-day option and we'll find out!" So they gambled the cost of a couple of tests, found that they could sell so many sets to each thousand names they circularized, multiplied that by the number of names available, and knew just what they could safely contract to do.

There were no manufacturing costs, no inventories to worry about, no commitments. If the test had been a failure, they would have bought enough of the bookstore edition to fill the orders received and been out nothing but the small cost of the tests. If the bookstore edition had not been available, they would have returned all money received, notified those who ordered that circumstances made it impossible to go ahead with the project, and closed the matter. Is there any other business where future projects can be forecast with such certainty and at such small expense?

XX

One Million Dollars' Worth of Orders in the First Six Months

IN THE LAST CHAPTER we mentioned how easy it is to try the sale of any article by mail and how safely the selling possibilities can be forecast. It was this that tempted us into starting a little publishing business of our own.

For a long time I had had the idea for a set of books on practical psychology. Like most such ideas, it seemed likely that it would stay in the back of my mind, nothing ever to come of it. Until one day we got an idea for a sales letter that would sell such a book! That was a different matter. Sales letters were our daily bread and butter. Sales letters were unlike books in that when you got an idea for one of them, you used it! So I got that one down on paper as quickly as might be.

Even in the cold light of the next morning it looked good. In fact, it looked so good that I decided to try a few thousand as a test. Of course, the books were still in nebulous form, but I knew what they were going to contain (when and if issued) so I proceeded to outline all of that in my letter and circular. Then I mailed 1,000 to each of ten different lists. Here they are!

DEAR MR. KILGORE:

Would you like to see \$1.00 grow to \$60.00—\$8.00 grow to \$500.00—by next April?

Let me tell you how:

I am going to send within the next few days a set of seven little books.

These books are probably not like any you have ever seen before because:

1. They are about YOU!
2. They show you that you have been using but a small part of your real abilities—that back in your "subliminal mind," as the scientists call it, is a sleeping Giant who, awakened, can carry you on to fame and fortune almost overnight! A Genie-of-your-Brain as powerful, as capable of satisfying your every wish, as was ever Aladdin's wonderful Genie-of-the-Lamp of old.
3. They make your Day Dreams, your visions of wonderful achievement, of fortune, health, and happiness—COMETRUE—not five, ten, or fifteen years from now, but TODAY!

I am going to send these little books to you—with no obligation on your part—for you to read and ACTUALLY TRY OUT for a week at my risk and expense.

But—there's just one thing—I don't want to send them without first getting your permission. You can grant that in a moment on the enclosed special "Courtesy Card."

When I send the books, there's absolutely no obligation on your part to pay for them. You can return them for ANY reason, or for no reason at all.

But Here's the Most Important Part:

If you find these little books are everything I say about them (and you're to be the sole judge), how much would you expect to pay for them! \$30.00? \$50.00? \$100.00? That's what ordinary courses, which merely promise to show you how to do some special kind of work, cost you. Certainly if this one will do the half of what I've promised you, it will be worth all of that—and more!

Well—if you decide to keep these books, you need send me—NOT \$50.00 or \$100.00, not even their regular price of \$13.50—but my SPECIAL INTRODUCTORY PRICE TO YOU, good only on this ADVANCE EDITION, of \$7.85!

And that isn't all!

If within six months your \$1.00 hasn't grown to \$60.00— if you can't credit to the \$7.85 you pay for this Course at least \$500.00 of **ADDITIONAL EARNINGS**—send back the books and I'll refund to you cheerfully and in full *every cent you have paid to me for them.*

There are no conditions—no strings of any kind to this offer. If within six months these little books have not brought you the pot of gold at the foot of the rainbow, then they are not for you. Send them back and get your money!

So don't decide about buying now. You can do that later. Send me only the **FREE-TRIAL "Courtesy Card,"** with your name and address on it. Then **AFTER** the week's try-out—**AFTER** you have summoned your Genie and put him to the test—you can send me your dollar or return the books. I'll pay the charges both ways.

But you'll have to send the card right away, for I'm printing only a small number of Autographed Sets for this "Advance Edition." And advanced orders are coming in so fast now that I'm afraid all of them will be spoken for even before the sets are ready.

So if you want to try out your hidden powers *without cost and without obligation*, you'll have to mail the enclosed card *now*—**TODAY!**

Yours—for DREAMS COME TRUE,

Did they pull? The returns from that letter and circular almost gave us heart failure. They pulled as high as 9 per cent from lists of people who had never heard of us before! They pulled so well that I worked day and night getting the books written. And as soon as they were ready I arranged for the mailing of a million circulars, following these as soon as might be with a second million.

Within six months after the books were ready I had received more than \$1,000,000 worth of orders for them—all in answer to the letter and the circular enclosed with it.

The circular was eight pages, 6 by 9 inches, beautifully illustrated in color. Under a picture of a genie spreading

his arms benignly over a young couple, the first page carried the following copy:

You remember the story of Aladdin and his wonderful Lamp—how he had but to rub this Lamp and there sprang forth a powerful Genie, ready instantly to do his bidding. Riches, fame, power—this marvelous Genie carried them in the hollow of his hand. Anything that Aladdin might wish for—from power and fortune to the hand of the beautiful Princess—he had but to command, and the Servant of the Lamp forthwith produced it.

There is more than childish fable to this old Arabian Nights' tale. There is the Wisdom and the Mysticism of the East—so frequently hidden in parable or fable.

For those Wise Men of the East had grasped, thousands of years ago, the fundamental fact—so hard for our Western minds to realize—that deep down within ourselves, far under our outer layers of consciousness, is a Power that far transcends the power of any conscious mind.

"The Father that is within us," deeply religious people term it. And, truly, Its power is little short of Divine.

"**Our** second subliminal mind," so the Scientists call it.

HOW YOU CAN LIVE YOUR DREAMS

Call it what you will, It is there—all unknown to most of **us**—a sleeping Giant who, aroused, can carry us on to fame and fortune overnight. A Genie-of-the-Brain more powerful, more the servant of our every wish, than was ever Aladdin's fabled Genie-of-the-Lamp of old.

Health and happiness, power and riches, lie ready to Its hand. You have but to wake It, to command It, to get of It what you will. It is part of you—yet Its power is limitless. It is Mind—Thought—Idea. What electricity is to power, this Subliminal Mind is to your ordinary, everyday, conscious self. You cannot see It, but you can feel It, use It, develop It. Properly used, It can make of you a Napoleon, an Edison, or a Lincoln. *There* is no limit to what you can *do* with it!

The second page showed a picture of a modern young fellow calling on his girl, and the dreams they indulged in. The title was "Bubbles."

You know the air castles a young fellow builds when he is planning his future with his Best Girl. You know what pictures of wonderful achievement he can paint for her. The wealth of the Indies is but a trifle compared with the fortune he is going to lay at her feet.

"Day dreams," we call them—and laugh good-naturedly at the fondness of youth and love for believing in such bubbles, such figments of the imagination. But these dreams are very real and very dear to every boy—and girl. They embody all those things they hope some day soon to see materialize.

The only trouble with them is, that with most of us these bubbles are soon pricked. We meet with discouragement. The fine point of our enthusiasm and ambition is blunted. Soon we lapse into a regular grind, and the man we hope to be, the man we painted in such glowing terms to our Sweetheart—the man *she* really married—quietly passes out, leaving nothing but the husk of what might have been.

The Secret of Success

You've seen men who put in all their lives with the same concern, working away at the same piddling jobs. Hard workers, faithful, painstaking—but getting nowhere. "Fanning the air!"

You've seen others—inwardly no more capable than they—jump out of the rut of routine and forge rapidly ahead.

Why? What is the secret that sends some men **forward**—holds others back? Not education. Not training. These help, but you know how often you've seen highly trained College graduates work their lives away in small-paying jobs, while some of the biggest men in business have but the most elementary education.

It isn't that. The difference between the successful **man** and the unsuccessful one is far deeper than that. It's not a matter of training or equipment. It's not a question of opportunity or luck.

It is simply that the successful man—consciously or **unconsciously**—has called to his aid the Sleeping Giant within him. Many have done it unknowingly by their intense concentration on the job in hand, by thinking, seeing, living but the one thought. It can be done that way.

But the easy way—the sure way—the way in which there is pleasure as well as profit, is to learn how to call upon this Genie-of-your-Brain at will—and that is what the "Book of Life" shows you how to do.

Then after showing a picture of your Genie and what he can do for you the circular ended with:

ARE YOU HITTING AT NOTHING?

For uncounted years the Niagara River dashed over its rocky cliff, the power of millions of horses behind it—a beautiful sight for the occasional tourist—but nothing more!

Today that same Niagara turns the wheels of a hundred great industries—gives light and power to all of Western New York—is soon to become the basis of a giant super-power system for the entire Northeast.

What made the difference? The Niagara has not changed—it had exactly the same power afore-time. 'Tis simply that science has shown man how to harness that power—how to use it.

In just the same way, science now shows you how to use your own latent powers—how to wake the sleeping giant within you.

The head of one of the great banking institutions in this country was once asked how he managed to handle such an enormous volume of daily work demanding important executive decisions. "I never need to give more than one hour to the consideration of any question, however important it may be," he answered, "because, first, I get all the facts before me, and *the* time to decide is while the facts are fresh in mind."

Because you are likely to agree with his sound conclusions, I am enclosing for your convenience a post card that will bring you the seven small volumes of the "Book of Life," complete—for a full week's examination and trial—FREE!

Don't decide about ordering now. You can do that later. Simply return this "Free *Trial*" Courtesy Card, and by return mail I will send the "Book of Life"^w—postpaid. Then, after seven days' examination—fter you have had a chance to look into it, to ACTUALLY TEST IT ON YOURSELF—if it won't do everything I've said and more, send it *back* at my *expense*!

You realize, of course, that I couldn't make an offer like this

if I didn't KNOW what this "Book of Life" will do for you. But I DO KNOW. So I'm willing to do my part. Are you willing to put me to the test?

Of course, a lot of the books came back. They would, when oversold as much as this letter and circular did oversell them. The idea had been excellent, but no book ever written could quite come up to such a promise. But those who did like the books did not think they were oversold. Judging by some of the letters we received, they felt that everything we had promised them had come true.

So it is a question how much of a mistake that overselling was. When the cost of shipping averages only 16 cents, it would seem better to get from 4 to 9 per cent of orders and have 40 per cent of them returned, than to receive the 1 or 2 per cent most publishers are satisfied with and have only 10 per cent of them come back. At any rate, the former is certainly the quicker way to build a customer list. And build one we certainly did in short order. By the end of the first year we had well over a hundred thousand names on our books.

The second year we extended the sale by the simple expedient of finding new names and mailing the same offer to them. Meantime, we had found it necessary to change the name of the books. The first set had been called *The Book of Life*, but after selling it for a year we learned that another concern had been marketing a book of that name for years, so we changed the name of ours to *The Secret of the Ages*.

As long as we had to change the name, we took advantage of the opportunity to revise radically and enlarge the books and then brought out an advance edition of the new set in a paper binding. This we offered to the buyers of *The Book of Life* at the special price of \$1.98. Of course, we used the tried and proved "will you do me a favor" appeal, and, as usual, it more than justified itself. Here is copy of the letter:

DEAR SIR:

Will you do me this favor? You can help me a lot if you will.

I'd like to have your opinion of the following:

I have re-written "The Book of Life." Parts of it I revised. Parts I explained. All of it I greatly added to. Where the old edition merely stated certain fundamental laws, the new set actually shows you how to put them into practice. Where the old told you that riches and happiness and success were your birthright, the new edition shows you, step by step, how to go about the actual GETTING of them.

In short, the new edition not only states the theory, but gets right down to ACTUAL PRACTICE. **It** tells you the How and the Why and the Where, and WHAT TO DO!

Now Here's Where I Need Your Help!

Before I put a lot of money into advertising this new edition, before I give the Bindery word to start manufacturing on a big scale, I would like to have some of my friends let me know frankly what they think of it.

Will you, therefore, do this for me? Return the enclosed card and let me send you a set of the new edition for a week's examination, so you can give me your opinion?

I'd do the same for you were our positions reversed. In fact, I intend to return the favor in a manner sure to please you. Here's the way of it:

The new edition is twice as big, twice as good as the old. Naturally, too, it sells for more money.

For those buyers of "The Book of Life" who will help me now by examining it and giving me their opinions of it, I have printed a few hundred sets in heavy paper covers, and I'm going to let you have one of **them**—NOT for the regular price of \$15.00—NOT even for the price of the Advance Edition of \$9.00, but for the special "Old Subscribers' " price of *only* \$1.98.

That's just about cost, so of course I can't afford to add any bookkeeping charge to it, and I'm going to ask you to pay the postman this low price, with the small postage charges.

Your money will have a string to it. It's not mine until you say so. You get it right back if for any reason you send back the books.

And just listen to what they have done for others:

"Since receiving your first books I have made more than \$100,000.00 in a little over 6 months' time. My previous income over a period of years has been approximately \$7,500.00 a year."--M. D. C., Capitola, California.

"I must write and tell you that what you *promised* has happened. My husband has not only doubled his salary from \$225.00 a month to \$500.00, but in addition, has turned a business deal where his commission meant \$10,000.00 in one day's time.

"We have paid for our home completely. Bought us a fine automobile, a radio, new house furnishings and now have not only the necessities but also some of the comforts of *life*."—Mrs. C. S. N., Indianapolis, Indiana.

You will forgive me if I seem insistent, but—will you use the post-card now? I'm afraid you'll mislay it. And I thank you most heartily and sincerely for your help.

Appreciatively yours,

That done, we felt that our original letter and circular were about done with. They had begun to show signs of wear. So we had recourse to the idea that had done so well on the HandiBag. We offered a premium as a reward for examining the books.

That revived the flagging interest with a vengeance. Quite too much so, for we found we were making the same mistake as was done on the silk stocking sale described in the last chapter—giving too valuable a premium without committing our readers to anything. So we promptly changed. We had started by offering a fountain pen as a premium. Instead, we gave to prospective customers a copy of Richard Harding Davis' short story, *The Man Who Could Not Lose*.

That seemed to strike the happy medium. It increased orders without increasing the proportion of returned sets, whereas with the pen, one of the first lists we tried gave us eight times as many orders with the premium as without—but

no more sales! Luckily it was one of the first we tried, so no great damage was done.

The premium offers and our original letter combined brought in some 300,000 orders. Here is the premium letter:

DEAR FRIEND:

Will you accept a copy of "The Man Who Could Not Lose"—in return for a little favor I want you to do?

The courtesy is a small one, pleasant and easy to render.

You know, of course, that the Psychologists declare that most of us use but a tenth of our brain power—that it is only the occasional Napoleon of politics or business or finance who, by using all of his powers for a little while, soars to heights so far above ordinary mortals that he is looked upon forever after as a genius.

But do you know that YOU have it in you to be such a Genius? That back in your brain is a Genie as powerful, yet as easily controlled, as was Aladdin's fabled "Genie-of-the-Lamp" of old?

Dr. Frank Crane calls this Genie the "Man Inside You." Robert Louis Stevenson referred to him as his "Mental Brownies" and gave them credit for all the wonderful things he wrote. Scientists call it your second subliminal mind, and estimate that it is to your ordinary conscious mind as a million is to one.

I am going to send you in the next few days seven books that give you the few things you really need to know to use this vast power that is within you. They are short; they are interesting as any Arabian Nights tale; and the best of it is—they *are* TRUE!

Which brings me to the courtesy I want to ask of you:

I'd like to make sure of the demand before I put a lot of money into the regular edition of these books. So I am writing to a few representative men in different sections of the country to ask each of you this:

Will you glance over one of the Advance Sets of the "Secret of the Ages" that I am going to send you—TRY OUT THE "GENIE-OF-YOUR-BRAIN"—see what He can do for YOU?

It is a small favor, but it means a great deal to me, and I be-

lieve it will mean even more to YOU, for nearly every man has some pet ambition—some day-dream he entertains in idle moments. "Bubbles"—you probably call them. But they need not be "Bubbles" for you. Read the seven books I am sending you. If you don't find in them the way to make those dreams come true, just tell me so and they'll have cost you nothing. Etc.

The circular that went with this letter carried a picture of Aladdin and his Genie. The title was "*The Man Inside YOU.*"

Have you ever read the story of Richard Harding Davis of "The Man Who Could Not Lose"?

It tells how one man, faced with the prospect of losing all that he held dear, stumbled by chance upon the secret of his own inner powers, and without really knowing how he did it, found the "Open Sesame!" to fortune.

There is more to that story than even Davis dreamed, for, all unknowingly, he hit upon the one way Scientists have found easiest to get in touch with the subconscious mind—the "Man Inside You" that Dr. Jung of Vienna claims knows not only everything you have ever learned during your lifetime, *but all the wisdom of past ages as well!*

Of course, it requires something more than the methods given in Davis' story, but the way to put "The Man Inside You" to work for you is really so simple, so easy, the marvel is that more people have not found it and used it. The few who have learned the secret have been like "The Man Who Could Not Lose." People thought Dame Fortune had camped on their doorstep. They called them lucky. When the whole fact of the matter was simply that they had established their contact with the subconscious, they had found the way to make "The Man Inside" work with them and for them.

A picture of Napoleon standing on top of the world occupied one of the inner pages, and carried the title, "What Was It Made Napoleon?"

Napoleon Bonaparte came of humble parentage. He was without influence or powerful friends. Far from being a born genius, he was if anything backward. He stood forty-sixth in

his class at the Military Academy—and there were only sixty-five in the class.

So it was not *brilliant* intellect that brought him fame and power. It was not "pull." It was just *Napoleon's colossal belief in his own destiny*. He had no fear in battle, for he believed that the bullet was not made that could kill him. He had no hesitation in attempting impossible tasks, for he believed that the obstacle was not made that he could not find some way around or over or through.

Even the snow-capped Alps, that had defied the passage of armies since the days of Hannibal, offered no barrier to Napoleon. "*Across the Alps lies Italy,*" he cried and led his men over the perilous passes, into the fertile plains to victory. "*The fault, dear Brutus, lies not in our stars, but in ourselves, for we are underlings.*"

How did the successful men of today reach their present eminence? It was not training that put these men at the top. It was not their brilliant intellects. It was not "pull." It was their ability to grasp the possibilities of a new idea; it was their belief in their dreams of achievement; it was their confidence in themselves.

"Success or failure in business," says Professor Walter Dill Scott, "is more a matter of mental *attitude* than of mental *capacity*."

The little books shown on the next page will give to you that same victorious attitude that made Napoleon so invincible, that carried Ford and Carnegie and Woolworth to the highest rungs of the ladder of success. They will show you how to get in touch with the "Man Inside You," how to put him to work to solve the problems and overcome the obstacles that seem too big for you.

A picture of the books was shown on the inside pages, followed by "*How to Succeed With What You Have*"

For 5,000 years men have built houses of brick, and in all of that time there had been no change made, either in the tools used, or in the manner in which the work was done.

Along came Frank Gilbreth, studied the motions involved in

laying brick, reduced them from eighteen to five, and increased the hourly output from 120 to 350 bricks.

Simple enough—but it took 5,000 years for someone to think up this simple solution.

For 5,000 years mankind has been taught that some men are born with ability—some without—and that those without must serve those who have it.

No greater mistake was ever made. Every man is born with ability sufficient to carry him upward to the highest rung of success. "Ordinary ability, properly applied," said Theodore N. Vail, "is all that is necessary for success." Life's biggest blunder is to underestimate our own powers to develop and accomplish.

We had plenty of fine testimonial letters by this time, so a quotation from one of these was given across the bottom of each page. The circular ended with:

A Full Week's Try-Out—FREE!

No Money—No Risk

No Obligation

Never mind what I SAY about the success, the money, the power that these 7 books will bring to you. Try them out! It's easy. Just your name and address on the enclosed card are all that is necessary.

Merely fill these in, stamp, and mail. By return Parcel Post, your "Secret of the Ages" will come to you—for a week's FREE TRY-OUT at my risk and expense!

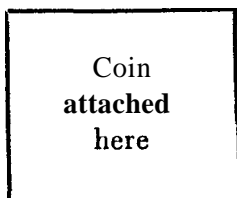
If for any reason you don't like it, just fire it back at the end of the week's free trial—at my expense.

So you can't lose. And you CAN WIN any reward you may set your heart upon. Isn't it worth a postage stamp to at least TRY OUT this power that has brought riches, fame, success to so many others?

The enclosed card is your answer. You CAN use it NOW—this very minute! Will you?

That pretty well ended the big sale. We tried numbers of letters after it, of course, and some of them sold books with

reasonable success, but none of them in anything like the quantities the first ones had. Here is one of the more successful of these efforts:



MY DEAR SIR:

It's a wonderful thing—the power of money to make money. Just this little, insignificant penny invested at the birth of Christ, at interest of only 4% compounded semi-annually, would today amount to more than \$200,000,000,000,000,000,000—many times the wealth of the world!

It's too late now to date back your investments to then, but you can do the next best thing—you can invest a few minutes in wisdom that was old when Christ was born, and collect dividends from it now to almost as unbelievable an extent.

For those ancient Wise Men uncovered certain truths that we, with all our education, have overlooked or forgotten. Present day psychologists and metaphysicians are “rediscovering” them and shouting them to the world as something new and wonderful. They are wonderful—but they are not new. They were ancient when Jesus came into the world. But mankind is only now beginning to get a glimmering of their power.

When Prof. Wm. James of Harvard told us that we are using only a tenth part of the power that is ours—both physically and mentally—people smiled unbelievably.

When Judge Troward followed this with the startling statement that Universal Mind or God is to each of us exactly what we look for in Him—a God of happiness and plenty or one of poverty and misery—and Emerson enunciated his theory of the Oversoul, people shook their heads uncomprehendingly.

When Churches were founded, based on mental healing, people laughed. But these churches have grown, and the number of successful followers of the new psychology doubles continually—all *because they show actual results!*

What is the law back of all this? When drugs fail, is there a force we can call upon to restore health and strength? When our money is gone, when creditors are hounding us until there seems no way out, is there a power that can open up hidden channels of riches, uncover treasures we never dreamed of?

The Wise Men of the East taught that there is. Psychologists today are re-discovering the truth of their teachings. And ordinary men like you and me are *proving it*. One man whose hearings before the Referee in Bankruptcy had actually commenced had his business rehabilitated at the last minute.

Another needed \$1600.00 by a certain time—and received \$2000.00. A third asked for \$500.00—and it came in a way that seemed almost miraculous. And these are only three of thousands of similar cases. I could fill a book with them.

How did they do it? Have you ever been in a serious accident, where everything looked black for an instant, but by some superhuman effort you managed to pull through with a whole skin? You didn't stop to reason out the right thing to do, did you? The prompting came from within—and you just did it, that's all!

Well, that prompter is just as potent a helper in sickness or in business as in sudden emergencies—if only you learn to call upon him.

This is the knowledge the Wise Men of the East left for us. This is the knowledge that is the Secret of the Ages. And this is the knowledge that is yours—FREE—to read and to try without one cent of cost or one bit of obligation, if you will mail the enclosed card at once.

The Secret of the Ages consists of seven small books, easily carried, easily read. There is no mysticism, no involved passages. A child can understand it, yet it holds such depths of wisdom that Doctors, Ministers, Bankers, College Professors have read it a dozen times over and each time gotten something new and valuable from it.

Will you read it, if I send it to you for a week—FREE? If then you like it as much as have a quarter of a million others, if money won't tempt you to part with it, what would you expect to pay for it? \$30? \$50? That is what most Courses along

similar lines of thought sell for. But if you like these books, you need send—NOT \$30 or \$50, not even the regular price of \$15, but the special price for this Courtesy Edition in red Artcraft Leather of ONLY \$7.85 (or \$1 then and \$2 a month for 4 months).

"Your 7 volumes are the keys which have opened the doors of the Treasure House for me," writes Macon of Buffalo, while the Business Magazine of New York says of them: "Here at last is a man who has given to the world a practical method of having happiness on earth."

"Now what am I to do?" you ask. Simply put your name and address on the enclosed card and drop it in the mail. There's nothing to puzzle about, because you don't have to send one penny or promise anything other than that if you don't see where every penny and every minute you may put into these books will come back to you in dollars, you will send them back. That's easy, isn't it?

Never mind what we SAY—just see what the Secret of the Ages will DO for you. But please mail the card right away to get one of the "Courtesy Edition" sets at the special low price.

Sincerely yours,

The real profit in selling by mail lies not in the first sale but in the succeeding ones. If you cannot sell a second product to a fourth of the people who bought your first one, then there is something wrong with your methods or your product. Repeat sales on books or merchandise are analogous to the renewing subscribers on a magazine. The magazine that cannot renew somewhere near half its subscribers is headed for a fall, and the same is true of the mail order merchandiser who cannot sell a second time to a high percentage of those who first bought from him.

About the time our first set of books was showing signs of being through, we finished our second set, which we called *The Life Magnet*. So we were quite willing to forget the *Secret of the Ages* sale for a while in busying ourselves getting in the orders on this new set.

As usual when we had a new product to offer, we tried half a dozen letters, then used the best of them. Here is one of the most successful of the letters we tried:

DEAR FRIEND:

Is your address, as written above, correct?

If so, please return the enclosed card immediately, then sit back and watch results!

Within a few days, I'll send you seven new books, published only a few weeks ago, which already have brought to hundreds a secret that men have struggled for, fought for, died for since time began—"How to Get What you Want!"

These seven books put you in possession of a Money Magnet—a power capable of drawing to you anything of good you may desire.

Impossible? Just listen:

"I've had 'The Life Magnet' only a few weeks, but already it has proven to be a veritable Money Magnet," wrote one happy reader.

"The Life Magnet" will show you how to get what you want—how to draw to yourself riches and power just as surely as the magnet draws to itself every filing of iron that comes within its reach. There is nothing of good you can ask for, that it cannot bring you.

Do I promise too much? It is because I have seen this Magnet work—I have tried it in my own life—I have tested it on others. And I tell you again—there is nothing of good you can ask *for* that it cannot bring you. Riches and honor, health and happiness—you have but to charge this great Magnet with your particular desire, magnetize it in the way these seven books show you, and the result is as certain as the morrow's sun.

What These Books Will Do for You

Scientists tell us, you know, that all mankind is created equal—that the brain of one man is exactly the same as that of another. The only difference between a failure and a successful man is that the successful man's brain is more developed.

But here is the important part—

These scientists tell us that *no man* uses much more than *one-tenth* of the giant power of his brain. And the prime purpose of "The Life Magnet" is to point out in plain language the way to harness the vast reserve power of this Giant Inside You—the way to *use* it to bring you whatever you want.

There are no vague theories in these books. They show you first just what is this giant unused power within you, then how to reach it and finally how to make it work for you every day and hour.

Read the Books at No Expense!

I have so much confidence in "The Life Magnet" that I will send the seven volumes for you to read and study for 7 days **FREE—without** a single penny of payment from you.

Keep the books a full week. If you *think* they'll do what I promise, send me only \$7.85 as payment in full. (Or \$1 then and \$2 a month for 4 months.) Otherwise, just return them at my expense and owe me nothing.

If you decide to keep the books and remit the \$7.85, your money will be refunded to you *any time within a year* if you cannot then attribute at least \$1,000.00 of additional earnings to the books.

Could anything be fairer than that?

Try it! You can't lose. You don't need to send a penny or take any risk. Just your name on the enclosed card will bring the seven volumes of "The Life Magnet" to you—subject to a week's reading and TRIAL!

Costs nothing to TRY them and if you want to make more money, achieve real success, you owe it to yourself to mail the enclosed "FREE TRIAL" card today!

Yours for greater success,

That and succeeding letters pulled well, although **none** quite came up to the results of the favor letter we used to sell the first paper-bound *Secret of the Ages* to The Book of Life buyers. However, the price was higher, so that **may** have had something to do with it.

This letter's circular showed a full-color picture of **Julius**

Caesar with Cleopatra appearing before him in the costume of a dancing girl. Under it was the following copy:

THE MAGNET

Caesar feared this 19-year-old temptress. He refused to see her. So she sent him a present of a beautiful rug—and when the rug was opened, *out from its folds she stepped!*

Beauty? The pictures that have come down to us show that Cleopatra had not half the beauty of face or figure of the average American girl.

Position? Caesar was besieging her city, had her practically in his power—and the whole known world lay at his feet.

Yet she so captivated this 50-year-old soldier and man of the world that for eleven years—right up to his **death**—she held him in thrall. With the world to play with, he chose to remain her willing slave.

And after Caesar's death, when **Antony** came to take her prisoner to Rome, one glance of her eyes turned the tables and made Antony prisoner of her instead. Even **Augustus**—the calm, collected, cold Augustus—was afraid to lift his eyes to this fatal siren, for fear of meeting the same fate as his predecessors.

The Secret of Power

Take a piece of iron. Lift it in your hands. It is **cold**—dead—unable to attract to itself even the weight of a pin. Magnetize it with the current from a small battery—and it will lift hundreds of times its own weight.

You have at your command not a small battery, but the most powerful battery in the world—the battery of your mind. With it you can magnetize yourself to draw to you anything you desire.

Life's richest prizes go to the man or woman who knows this secret of magnetism. As surely as the magnetized piece of iron draws to itself every bit of iron within reach, so does this same force in man or woman draw to him the things or the people he wants.

It is the secret of power, the secret of love, *the secret of gold!*

Yet it is simple—once you know the secret. Almost as simple

as magnetizing a piece of iron. And the secret of it, the quickly learned, easily understood way of it, is in the new—

"THE LIFE MAGNET"

The inside pages showed pictures of the books and gave descriptions of them and what they would do for you, while the last emphasized the "FREE TRIAL—NO COST—NO OBLIGATION."

We had sold the *Secret of the Ages* successfully for three years, but that usually marks the life of any set of books that has a big popular sale. Even Wells did not do much after the third year—until it was brought out in a \$1 volume, when the sale revived all over again. We skimmed the cream off the *Life Magnet* sale in a little over a year. Then we began to look around for new worlds to conquer. **And** presently we found them in a new and unique little magazine.

The idea of the magazine was based upon a test we had made of a series of lessons, a week or a month apart. They had shown such life that we decided to try them on a large scale; instead of ordinary lessons, we would put them in a little magazine, letting the lesson be the central feature and accompanying it with a couple of stories that would illustrate the point we were trying to bring out. We decided to call the little magazine *Mind, Inc.*

Before starting it, we planned some 15 lessons, which gave us our central theme and enabled us to look around well ahead of time for the sort of story material we should need. Then we decided to offer the first lesson or copy free, **on** the understanding that the reader was to notify us within two weeks that he did not want the subscription or else send us \$4.85 in full payment for the first twelve lessons.

Here is the letter we used, and to find one that brought a higher percentage of orders would be difficult:

Here Is a New *Way*
To Get What You *Want!*

Will you let me send you Absolutely Free the first gainful Lesson in getting riches, from the new "Key to Life" Course? Yours at no cost whatever—yours to use—yours to keep forever!

Getting riches is not a matter of Saving money. You know that. Opportunity is not the answer. Even ability does not necessarily bring riches—as witness the number of geniuses who starve to death.

Then what is the secret?

The ancient Egyptians used to teach, you remember, that to grasp the Idea behind anything gave you the power over it, for it put into your hands the Soul of that thing.

The first Lessons of the "Key to Life" course give you the idea behind the getting of riches. They put the Soul of them into your hands. They show you how to "cast your nets on the right side" and fill them to overflowing, even though you have labored all your life before and caught nothing.


Roger Babson says that one of the 70 opportunities still open to Americans to become millionaires lies in the utilization of the power behind prayer to bring you what you want in life.

These Lessons will show you—not how to pray—but how to use the power which is back of all successful prayer, to bring you what you want.

I am so sure that these practical Lessons will give to You the

MIND

INC.



Beginning

"THE KEY TO LIFE" COURSE

Lesson I

The Kingdom of the Blind

Robert Collier *Editor*

basic methods of How To Get What You Want that I make you this unusual offer:

Simply mail the enclosed card, and I will send you the first Lesson of the new "Key to Life" Course Free and Postpaid—*yours to keep forever.*

Read it—Try it—put it to the test! If you feel then that you are truly on the trail of the Aladdin secret—if you can trace directly to it additional earnings or additional opportunities worth a hundred times the regular price of the Lesson, send only \$4.85 for the full year's Course of 12 Lessons. Otherwise keep the first Lesson Free.

I am making this offer just to you and those like you who have shown their faith in the power of Mind, because I feel that anyone who has taken one step in that direction will never be content until he has attained his goal. He knows he Has the power to be anything he wants to be. He knows that all of good is his for the taking. So he is willing to Try these practical Lessons in *Putting That Power To Actual Use!*

Whether I extend this offer to any other groups will depend entirely upon your response. Won't you, therefore, mail the enclosed card today, if you can? Better still, pencil your name on it Now—before you run any chance of forgetting it—and drop it in the mail! It's already stamped.

I thank you for your courtesy.

Appreciatively yours,

The front cover of the circular is shown on page 267. Inside it started with a picture of a savage with a crude bow and arrow routing a whole gang of unarmed enemies. Under it was the title "In the Country of the Blind, the One-Eyed **Are** **KINGS!**"

What was it enabled the first primitive savage to triumph over his fellows and set himself at the head of his tribe as Chief?

Not brute strength alone. The Goliaths of this world **have** usually been catspaws, to pull chestnuts out of the fire for more cunning brains. Not courage. But a REASONING MIND.

The first man to use his reasoning mind to fashion bow or sling

to hurl death among his enemies from a distance became king of his kind. The first tribe to use their reasoning minds to draw upon the powers of fire and smoke to war against their savage neighbors, swept all before them.

Mind Against Mind

Today, from depending upon numbers or armaments, man has advanced until the battle is one of minds. Size, numbers, money even, count for little. It is the greater MIND that wins.

And now there has come into this battle a new factor, as decisive in its effects as when primitive man first threw into the scale against the animals the weight of his reasoning mind.

That factor is the Subconscious Mind. YOU have it. I have it. Everyone has—and the ones who learn first to use it are going to be the Leaders and the DO-ers of tomorrow.

There followed a picture of Professor Joseph Henry of Princeton in his laboratory, with this copy:

It is now nearly a century since Professor Henry made his famous experiment with a charged magnet, which revolutionized the electrical practice of his age.

First he took an ordinary magnet of large size, suspended it from a rafter, and with it lifted a few pounds of iron.

Then he wrapped the magnet with wire and charged it with current from a small battery. Instead of only a few, *the now highly charged magnet lifted 3,000 pounds!*

YOU Have a Battery, Too!

In your subconscious mind lies a battery more powerful by far than the make-shift one of Prof. Henry. It can multiply the powers of your ordinary self—not once or twice, BUT TEN TIMES OVER!

Another page showed a group of students in a class room, with the title, "What Do You Want to Know?"

At a meeting of the British Association for the Advancement of Science, Dr. D. N. Buchanan told of an experiment he had made on a group of Cambridge College students.

They were preparing for their examinations. And, like most

students, they were greatly worried as to whether they could pass.

Dr. Buchanan hypnotized them, and while they were in this state, he assured them that they HAD all the knowledge they needed to satisfactorily pass their examinations.

Mind you—he did not give them any additional information. He merely planted in their subconscious minds the belief that they HAD everything they needed to pass the examinations.

All but one passed! There were some twenty students in the group, and the Cambridge examinations are notoriously difficult. Yet all but one made the most satisfactory marks!

Why? Because the subconscious in each of us HAS the knowledge, HAS the power to do any right thing we may require of it. The only need is to implant in it the confidence—the “BELIEVE THAT YOU RECEIVE” which Jesus taught.

Of course, despite what the letter said, we had no intention of pressing for collection at the end of the two weeks if we failed to receive a cancellation or a remittance. Instead, we planned a series of follow-up efforts, each a sales letter in itself, to bring in the price of the subscription.

We felt that the first lesson would be the best to send to most of our readers, but for certain classes, later lessons had a much stronger appeal. When we found this to be the case, we used the stronger lesson, of course.

With the heads of business concerns, for instance, our July lesson was particularly effective, because of one striking story it contained. So to the heads of some 10,000 business concerns, we sent this letter:

MY DEAR MR. JONES:

At some desk in your Bank sits a man on whom you have your eye.

He shows promise. And you are hoping to see him develop one of these days to the calibre Vice Presidents are made of.

There is a story in the July issue of MIND, INC., which will help to put him in that class. It is called "The Magic Story." ¹

should like to send you a complimentary copy of the July **MIND, INC.**, so that YOU may hand it to him.

"This story is worth \$25.00 to any man," wrote the head of one big company. "To a few men, it is worth a fortune."

If you will mail the enclosed card, Mr. Jones, or drop me a line on your own letterhead, I will send you a complimentary copy of the July issue the moment it is out.

There is no cost or obligation attached. Our sole object is to get this story into the hands of men who are "up and coming," knowing that if they read it, they won't stop there. They will want **every** issue of **MIND, INC.**

Won't you, therefore, put your name on the card now and drop it in the mail? It's already stamped.

Appreciatively yours,

Something over 10 per cent of the list ordered copies. We followed them up promptly in an effort to sell them copies for everyone in their organizations, and quite a few did order in reasonable quantities. Here are the two letters we used:

DEAR MR. JONES:

The July **MIND, INC.**, containing "The Magic Story," was mailed to you a couple of days ago.

If you have found time to read it, I know you have thought of a dozen men in your organization (and some outside) who need just the stimulus "The Magic Story" gives, to wake them to their real possibilities.

Will you give them that stimulus, Mr. Jones? We don't care what you pay for it, or whether you pay at all. **MIND, INC.** is priced at 50¢ a copy, but we will bill the copies to you at 25¢ each, or let you set your own price.

All we want is to get this story into the hands of the men who need it—**AND WILL USE IT!**

Will you send us such a list of the men YOU **know**? You'll be **doing** them a greater favor—you'll be actually **GIVING** them more—than if you handed each your check for \$100.00.

Some of them are going to date their start from the time they

read "The Magic Story" —and YOU, John Jones, will be the man back of it!

Sincerely,

DEAR MR. JONES:

"If you have not already sent for it," wrote Tom Hanlon, Sales Manager of the Super Maid Cook-Ware Corporation of Chicago, to his force of 1,500 salesmen, "stop everything this very minute and send for a copy of the July MIND, INC.

"I want to tell you that when you read 'The Magic Story' in that issue, you will agree with me that it is worth \$5.00 of any man's money.

"You will miss what I consider one of the greatest stories ever written if you do not read it. Many men will be able to trace their success from the day they read 'The Magic Story.'

"Read it once, and I am sure you will read it at least once each week!"

That letter is from one of the most successful Sales Managers in the country to his field force. When a man like him will so strongly urge a story upon his salesmen, it must have properties of unusual value in "pepping up" a sales force.

Wouldn't that same enthusiasm be of help to your men, too, Mr. Jones? Then send us a list right now of all the men you want to infuse new life into and we'll have it on the way to them within twenty-four hours.

Sincerely,

Then the September and October lessons brought out some ideas on the art of healing that we felt every doctor would be interested in, so we circularized doctors, osteopaths, and chiropractors first on the September, then on the October lessons.

This time, however, since there was no opportunity for quantity sales of the same lesson, we felt that they should be willing to pay something for the one they received; so we enclosed a coin-card order form, and required payment of 25 cents with the order. That pulled too, pretty nearly as well as the free July issue. In fact, on one list it did better, bringing in 12 per cent of orders!

What is more, where on the July issue we sold only additional copies of that one number, with these two we were able to close a goodly percentage of subscriptions.

Here is copy of the October letter. The September one had been just about the same, the only change being in the title and description of the lesson.

DEAR CUSTOMER:

May we send you a copy of the October issue of "Mind, Inc.," which explains for the first time the two factors necessary to the cure of sickness or deformity?

If you have ever wondered why some people can so easily shake off sickness, while others suffer for weeks and months—if you have been at a loss to account for the miracle-cures you read so often in the daily news—if you are looking for the hidden factor in all healing—then mail the enclosed card for a copy of the October "Mind, Inc.," giving the law back of all these.

This Law is as fundamental as Einstein's Law of the Universe, as revolutionary as was Harvey's discovery of the circulation of the blood. When you have read it, we believe you will say it is as important to the cure of disease as Einstein's Law is to the study of Physics. It accounts for every so-called miracle, every case of healing. It shows how YOU can work miracles with your body.

We are giving to a few old customers the chance to read and try this newly discovered law—NOT at the regular price of 50¢ a copy, but for HALF that—only 25¢. YOU are one of the few who can get a copy of the October issue at this special price.

The enclosed card will bring you this specially priced copy if mailed at once. There is no obligation attached. The only essential is that you put your 25¢ in the card and mail it right away, before these special copies are all spoken for.

Sincerely yours,

That idea of selling one lesson at a time showed such life that we then tried asking full price, and since it is just about as easy to get \$1 as 50 cents, we offered two lessons for \$1.

The first that lent itself particularly well to this idea was

the lesson for the following July. It was called *The Secret of Youth*. And here is the letter we used on it:

DEAR FRIEND:

Will you risk \$1 for the Secret of Youth?

There is such a secret—make no mistake about that. How **else** has Dr. Carrel, by two simple processes, kept the heart of an embryonic chicken not merely alive, but vital and youthful for years!

The secret lies—NOT in dieting, **NOT** in surgery or monkey glands, **NOT** in exercise—but in something far simpler and easier than any of these.

Why do animals live to five and six times their maturity, while men and women average only two to three times theirs? Why do the wilder animals keep their vigor and youthful appearance until five-sixths of their span of life is gone, while men and women begin to look old when scarcely half their lives are gone? Can you tell? No? Then send for the Secret of Youth. It requires no diet, no exercise, no appliances. What is more, if it does not do all you expect of it, you can send it back and get your money back!

On that understanding, will you risk \$1 on it? Then fill out the form on the next page, or just wrap a dollar bill in this letter, and return it in the enclosed envelope.


If abounding youth and health and strength are worth a dollar to you, use the enclosed envelope—not next week, or next month, but **NOW**—TODAY!

Sincerely,

That sold! It did so well that we quickly disposed of 25,000 extra copies. Of course, in making the sale, we could not divide the interest by saying that with the *Secret of Youth* we were going to send an extra lesson. But when we delivered the lesson, we sent with it a copy of another one **that** elaborated the same idea and thus left the reader even better satisfied because he got more than he expected.

Those orders, too, had the great advantage that a high percentage of them subscribed to the rest of the **lessons**.

Even where they did not, we made a little money on the \$1 orders, since our circulars cost us only 2½ to 3 cents apiece in the mail, and they pulled from 5 to 10 per cent of orders;



Life Is Youth!

WHY do so many women of today **live in** a state of chronic half-health? **Why** do we hear **thousands** complain of **constant** lassitude and gloom **that takes all gladness** from life? **Why does** Beauty lade **so fast-driving**, mere girls to the cosmetic counter to imitate the dainty **flower-like complexion** that **Health** alone can bring?

Ignorance of the simplest law of Nature is the answer. Without **Health Youth** cannot be strong, nor beautiful, **nor successful**, and certainly not happy. **And** without **this** most important of all of Nature's laws, you cannot be healthy.

In the last analysis, beauty is **based** upon health **and** vitality—upon **clear, red blood** and the normal activity of all glands and **organs**. The exterior of the body **simply expresses the condition of the interior**. **Beauty is the natural expression** of purity and **wholesomeness**.

Vitality and Success

The man or woman who **possesses abounding** vitality has the **most valuable asset in life**. No obstacle, no handicap can **hold such** a one back.

Most of our **great men have** been men of unusual physical **energy**, **Possessing** the **most hearty** and powerful **constitutions**. They have **developed a will** strength, a youthful force and **vitality** that have **carried** them over every **obstacle**.

On the other hand, thousands of men and women of exceptional ability **fail** because of the lack of **physical power**. The pathways of **life** are **strewn** with the **devitalized** and deficient who have fallen behind. **Real youth means** unlimited vitality. It means capacity for **endless work**. It means exuberant spirits. **It** means a pleasing, forceful, magnetic personality. It means a **clear head** and **an** active mind.

You can be brisk, active, **youthful** at an age when your **mates** are gray and broken. You can have **abounding vitality**, and the abundant vigor and **energy** that go with it. You can cheat time of **twenty or thirty years**, **merely** by **learning Nature's** simplest, yet most important **law**. But simply **wishing** will not **do it**—**you must act**. **Send NOW for the Secret of Youth!**

thus each 2½ or 3 cents brought back 5 to 10 cents' worth of business. On a \$1 item, that is doing well.

Following the *Secret of Youth*, we had two lessons covering *The Lost Word of Power*. These lent themselves so well to the \$1 idea that we offered them together and promptly sold

an additional 15,000 of them. The following letters did the work:

DEAR CUSTOMER :

What would you give to be the "biggest" personage in your community, the greatest in your line anywhere?

Would you risk reading a law so important that it is given in the Bible as part of God's labors on three of the six days of creation, and is repeated no less than six times in a single chapter?

Would you risk the time to go over another page which gives clearly and unmistakably the directions for success? Not in ambiguous language, but in short, simple words that a child could understand and follow.

Would you risk that much? Then send the coupon on the last page. It will bring you—not only the most important lesson life can teach, not only the clearest, surest directions for success ever given, **BUT IN ADDITION—**

"The Lost Word of Power"

Since time began, mankind has believed there was some magic formula, some talisman, that would open all doors to its possessor. That belief runs through all the legends and folklore of the ancients. You see it in the story of Aladdin and his lamp, in the "Open, Sesame!" of Ali Baba, in the Cabala of the Jewish Rabbis, in Longfellow's poem—"Sandalphon."

For a belief to persist through so many ages and countries, it must have some basis of fact. And in "The Lost Word of Power," you get that basic truth.

"My word shall not come back to me void," says the Bible, "but shall accomplish that whereunto it was sent."

"The Lost Word of Power" not only proves to you the truth of that statement, but shows you exactly the same principle working in physics, in electro-mechanics, in surgery—in all of nature! You can **PROVE** it—in your own life, with your own **career—NOT** in some dim and distant future, but **RIGHT AWAY!**

I know a man who had not a cent to his name nor enough food for another meal for his wife and three children, when this law was brought home to him—and through it he has made a

fortune! I'll tell you his name and his full experience in "The Lost Word of Power."

I know others who have won from it fame, fortune, honors, happiness. I'll tell you some of their stories, too, and who they are.

What would YOU give for the power and success they have won? Would you risk \$1 for it—if you could get it right back if the talisman failed to work for you?

If you would, then mail the coupon on the next page, with *that distinct* understanding—that you get it right back if for any reason the Word of Power fails to work for you.

Sincerely,

DEAR MR. JONES:

What would you give to be rid of every debt and obligation? What would it be worth to you to shed every limitation that hedges you around, and face the world as free as a butterfly that has just shed its cocoon? Would you risk \$1 for it?

It can be done—make no mistake about that. As a matter of fact, it is the way all of Nature works. Only man clings to his troubles, and so reproduces them in ever greater and greater number. Only man hugs his chains, and so binds them tighter around him.

Yet it has been proven time and again that it is just as natural for man to shed wrong conditions and start afresh, as for a lobster to shed a broken claw, or a snake its skin. And it can be done without injustice to anyone—in fact, the Bible adjures us in many places to do that very thing!

How can it be done? How does the snake shed its old skin? By first forming a new skin beneath, does it not, then letting go of the old? How does the lobster get a new claw, a child grow a new tooth? By starting the new conditions under the shell of the old, then when they are far enough along, letting go *of* the old!

The outer shell is always dead. It is only underneath it, where the new conditions are forming, that there is life. Your present circumstances or conditions do not matter. There is no life in them. It is what is forming beneath them that counts!

278 ONE MILLION DOLLARS' WORTH OF ORDERS

What conditions are taking shape under the shell of YOUR present circumstances? Are you hugging the same old debts and lacks and unhappiness to you, and reproducing them over and over again? Or are you growing a set of brand new conditions, of riches and happiness and success, ready to split the old shell and let go of it at a moment's notice?

You can shed the old, you can grow new and perfect conditions, and you can do it right now. You don't have to wait until someone dies and leaves you a million. You don't need to depend upon outside help of any kind. The power is in you, just as it is in every other form of life. It needs using—that's all.

And the way to use it—the simple, clear, easily understood method of getting the things you want and ridding yourself of wrong conditions—is given you in the next two Lessons of MIND, INC.

Send for them. The coupon on the last page brings them to you, subject to 60-days' EXAMINATION and TRIAL. At the end of that time (or any time between), if they have not done all you ask of them, if for any reason you are not satisfied, send *them* back and your dollar will be refunded immediately *and in full*.

\$1 to make your dreams come true! \$1 to rid yourself of the old shell of debts and lacks! Will you risk that much? Then pin it to the coupon on the next page and return it in the enclosed envelope. You get it right back, if for any reason you return the two Lessons.

Sincerely,

That is as far as we went with the idea. I have a belief that by picking the right sort of lessons for our efforts, we could have kept feeding in new \$1 orders indefinitely, and that they would have been of so varied a character as to keep the whole list alive and responsive.

The Secret of Youth, for instance, brought one type of reader, *The Lost Word* an entirely different grade. **And**

judging by the quality of the orders received, the third letter appealed to a different class altogether.

That kept the list alive, and us, too, for as long as we had to keep bestirring ourselves for an entirely new and different appeal every couple of months, there was no danger of our being guilty of the unpardonable sin — standing still!

XXI

Taking the Guess Out of Advertising

THERE IS A CONCERN in New York called the "Tested Selling Institute and Word Laboratory, Inc.," whose purpose it is to take the guess out of selling. The writer once listened to a lecture by its founder, Elmer Wheeler, in which he showed that selling as it is usually practiced is the world's biggest guessing game. Not one salesman in a thousand, he said, can tell you exactly what words and phrases sold his customer. He merely guesses that this word or sentence will sell, and sometimes it does, and sometimes it doesn't.

We have high-salaried executives, Mr. Wheeler pointed out, to buy the merchandise and place it at the counters, and other high-salaried executives who advertise it and bring the people to the counters. So far so good. Then what happens? The actual selling of the merchandise is entrusted to a humble sales clerk!

This is retailing's oldest weakness—its biggest handicap. The answer to this problem is to control the spoken word by placing in the mouths of the sales clerks the words and expressions a \$50,000 a year executive would use were he behind the counters selling your merchandise!

Elmer Wheeler has amassed upwards of 100,000 selling phrases, from over 200 lines of industry. The sentences that

have made sale after sale he calls "Tested Selling Sentences."^{*}

All of us, he points out, are consciously or unconsciously using "Tested Selling Sentences" morning, noon, night. Some of us use them to sell ideas, others service, and others actual merchandise.

Little Willy wants an extra slice of bread and jam; sister wants 35 cents for the movies; Dad is scheming how to get out of the house for lodge that night; and Mother is planning to have Dad sweep out the cellar—while around the corner the preacher is planning a visit on the household to make it more church conscious . . . and one and all they have their own pet "Tested Selling Sentences" they plan to use on one another!

The butcher, the baker, the candlestick maker, all trades and professions have their "Tested Selling Sentences." The dentist says, "Now, Willy, this won't hurt you—much!"

The doctor, the lawyer, the undertaker use them. The barber says: "And now how about a nice shampoo?" When you refuse with your best "Tested Selling Sentence" about being in a hurry to meet the wife, he proceeds to poke you in the eye with his elbow.

Hidden in every spool of thread, or row of safety pins, are reasons why customers will buy.

One sales person says: "These safety pins will not burst open in the garment and injure baby."

Another says: "This thread is waxed, Madam, and will not twist in the hand while sewing."

Another has found real magic when he says: "This suit has long pants, Sonny, like your Dad wears."

* Mr. Wheeler has discussed extensively and illustrated these subjects in the following books published by Prentice-Hall, Inc.: *Tested Sentences That Sell* (1937), *Magic Words That Make People Buy* (1939), *Sizzlemanship: New Tested Selling Sentences* (1940), *Tested Retail Selling* (1941), *Tested Public Speaking*, 2nd Ed. (1947), and *How to Sell Yourself to Others* (1947).

Another says: "This fly swatter is square, not oval, and gets them in the corners!" How many times have you missed a fly by only a fraction of an inch? Well, they are making fly swatters square now, to get 'em in the corners!

"This union suit is buttonless, and the child can put it on by himself!" What a "Tested Selling Sentence" for the woman who has to dress and undress little Johnny five times a day!

Not long ago I bought some cigars in the chain store down the street. The sales clerk said, "How about a pipe today, Sir, only \$1.00?"

"Not interested," said I.

I surmise the clerk had had many a refusal that day as a result of using the inane approach, since he began to tap nervously on the counter with the pipe; just then a man came up and said, "Say, is that pipe non-breakable?" "It sure is!" said the clerk, coming to sudden life, "Why I've been tapping it on the counter all day!"

"I'll buy one," said the man!

By accident, the clerk had hit upon a real "Tested Selling Sentence." He sold so many pipes that week using the sentence that he was placed in the advertising department of this national chain of stores, and this is a true story!

But I ask you, gentlemen, why should this company or any other take such chances? Why not give this salesman, and all others, sentences tested to make sales more sure-fire, so that sales persons will say something else of our products than, "How about a pipe today, Sir, only \$1.00?"

Just the fact that a sentence sounds reasonable to you does not necessarily indicate it will sell! Why gamble with unknown sales phraseology? Why not take advantage of modern science?

The above are only a few of the ideas from Mr. Wheeler's interesting talk. But what he says about word-of-mouth sell-

ing is just as true of the printed word. We have found, for instance, in selling through the printed word, a number of tested openings that almost invariably win the attention of the reader. And of all the different types of openings, the "How" appeal seems strongest. E. Haldeman Julius, in selling his little Blue Books by mail, found that putting a "How" into a title frequently doubled or even quadrupled the pull of that title. A book on success, for instance, would sell twice as well if its title were *How to **Win** Success* as it would if it were called merely *The Rules of Success*.

Here is the way we worked that "How" idea into the opening of a letter selling a facial cream:

How a New Kind of Cream Makes the Skin Soft, Clear, **Lovely**—
*For Reasons That Every Woman **will** Understand!*

DEAR MADAM:

Women who "know it all" are not invited to read this page, for it holds nothing of interest to the wise young woman who is perfectly satisfied with her complexion and her beauty aids, and who feels like the man that resigned from the Patent Office back in '86 "because everything had been discovered that was ever going to be discovered."

This page is a personal message to those women who are worried about lines or spots or blackheads or blemishes that threaten to ruin an otherwise beautiful complexion.

Once in a blue moon, a discovery is made of such importance as to revolutionize the methods ordinarily used to beautify the skin. Such a discovery, we believe, is the new Blank Bleach Creme treatment.

You have four organs, you know, whose function it is to cleanse and purify and sweeten the body. Of these four, the skin is most important—more so even than the lungs. Sometimes called "the second lung," the skin throws off an unbelievable amount of impurities.

So it is essential that the pores of your skin should be kept open, that they should have a chance to breathe, that they should not be clogged with dead tissue or dust or cosmetics.

BUT HERE IS THE MOST IMPORTANT PART:

The outermost layer of skin is dead. It is exceedingly thin and transparent, but it is quite dead. And it is this outermost layer that, if left alone, brings on spots and patches. Not only that, but by clogging the pores with its dried tissue, and stopping the cleansing flow of perspiration, it tends to cause blackheads, pimples, splotches and the like. So the first step in bringing back a soft, clear, lovely skin is to rid your face of all that dried up layer of dead skin. And this is the purpose of Blank Bleach Creme.

Blank Bleach Creme is not an astringent. It does not burn. It requires no rubbing. It dissolves only dried, dead tissue. You spread it on lightly at night. You rub it off in the morning. It is purposely made so mild and safe that it will not remove all the dead skin in a single treatment, but after two or three treatments, you notice the difference, and at the end of a week, you are amazed at the baby softness, the creaminess, the loveliness of the new skin that all this time had been hiding behind that mask of dead tissue.

Blank Bleach Creme does not pretend to work miracles. Only Nature can do that. But Blank Bleach Creme does remove the mask that hides your natural, lovely skin.

You see, sun and wind and strong soaps dry up your outer skin and leave it muddy and lifeless. Yet that dead outer skin remains firmly attached to the true inner skin and keeps it from breathing properly, from ridding itself of impurities. Is it any wonder that your complexion becomes dull, that it develops freckles and blackheads and the like?

Mind you, this is no new and untried theory. The base of this unusual cream was first employed many years ago by a prominent Southern physician. Since then, special research has given additional value to it, more than thirty well-known beauty-culturists, scientists, and physicians having contributed of their knowledge to perfect the formula. Today it is backed by a \$200,000.00 company, and more than fifteen million Blank Bleach Creme beauty treatments are given EACH YEAR in homes and beauty parlors throughout the country.

Will you TRY it—if I send it to you subject to **30** days' trial,

your money to come back to you in full if you are not more than satisfied?

"Before I used your creams," writes Mrs. D. B. G., "I had a muddy, broken out skin. Now it is just like velvet. Everywhere I go, I get compliments on my complexion, and I felt it my duty to let you know what a wonderful product you have on the market." And her letter is only one of hundreds.

Just your name on the enclosed card, with 50¢ in coin or stamps, will bring you a large jar of Blank Bleach Creme—the same large jar that formerly sold for \$1.00. And if you mail it right away, we will send with it—as our gift—a generous size sample of Blank Almond Lotion, to keep the hands soft and white.

Sincerely,

Beware of the letter everyone admires for its cleverness. It may bring you a great meed of praise—but few orders. The good letter is one that leaves your reader hardly conscious of the letter itself, so interested is he in doing the thing you want him to do. Judged from that point of view, here is a good letter:

Show Me One of Your Rejected Manuscripts,
And I'll Show You the Secret of
Making All Your Stories Successful!

DEAR WRITER:

In order that you may realize at the outset the peculiar importance of this letter, let me inform you, before taking up the details, that only three hundred of those who receive it can have the benefit this month of the personal analysis and the invaluable suggestions which it offers.

Under the supervision of Dr. John Jones, Editor, University Professor, successful Writer, and Teacher of Writing, the Faculty of the John Jones School has agreed to read and analyze ten stories each day (not over 5000 words each), to point out why these stories were not acceptable and to tell you *the secret of making them successful*.

This letter is being sent to a limited number of writers. To the first three hundred of them who respond, it offers the chance to get a personal detailed analysis of their strong points and their

weak ones, the factors which make their stories good and those they must change before they can be financially successful.

It offers you this personal analysis under the direct supervision of perhaps the most successful teacher of writing in the world today—NOT at the usual cost of \$25 or \$50—BUT FOR ONLY \$1.00!

Pick one of your most promising stories or articles, not exceeding 5000 words in length. Send it with \$1.00 (and 10¢ for return postage) to Dr. John Jones, Jonesville, Mo., pinning a slip to it marked—"For Personal Analysis and Suggestions."

To ten of these each day, the Faculty will give their personal study, analyzing the strengths and the weaknesses, criticizing, suggesting, pointing out how the stories can be made successful. They will take the stories in the order in which they are received. If they come too late for them to reach them within a month, we shall return them to you with your \$1.

Remember, only ten stories a day are all that the Faculty can find time for. And it's going to be "First come, first served!" So if you have a story which you know to be good but which the Editors keep sending back, *mail it in*. Find out what is wrong with it.

There may be only some minor weakness standing between you and success in writing. There may be some rule Dr. Jones can give you, some one thing to watch for, which will change your stories overnight from failures into successes.

Will you risk \$1 to learn the truth about what is holding **you** back? Will you invest \$1 for the secret of literary success?

Sincerely,

Of course, there is the occasional letter that combines cleverness with a really effective appeal. When you get one of these, you have a sure winner. As clever a letter as we have often seen, and at the same time as effective, was this one:

DEAR MR. JONES:

The Directors of the Blank Club of New York have agreed to accept my proposal of a few important names for membership in the club WITHOUT HAVING TO PAY THE INITIATION

OF \$100, and your name is one of those I have suggested. This means that your signature on the enclosed application will permit me to submit your name to our Admissions Committee and in due course place you on the same basis as our present members, with your first quarter's dues of \$18.75 paying you up in full to July 1.

I am certain that you will appreciate this action of the Board, and welcome the opportunity of becoming associated with the membership of this Club.

Your joining the Club is a matter of interest to me and I look for the return of your application with keen pleasure.

Most sincerely,

That same idea can be used in many ways to advantage. In securing subscribers to a magazine, for instance, here is a way a client of ours used it with considerable success:

I Wonder If You Can Qualify
As A "Player Patron"?

DEAR MR. JONES:

You have been designated as one qualified to serve on our Board of "Player Patrons," and our Directors have authorized me to invite you to become one of this select group of amateur sportsmen.

The requirements are simple—for those like yourself who are interested in sport for the fun of it rather than for what they can get out of it.

You see, The Players has from its inception had an Advisory Board consisting of such well known gentlemen as A, B, C, and others equally important in the world of sport. The idea now is merely to enlarge this Board by having back of it a group of men and women well known in their local fields, at least, and many of them nationally known, who will form a "Patrons' Group" and to whom difficult questions may be referred for judgment.

The purpose of this group will not be monetary support, but to have back of us the judgment and the experience of men and women known in the world of sports for their integrity, their knowledge of sport, and their sportsmanship.

Will you kindly fill out the enclosed card, putting a check mark against the sports you are most familiar with, so we may know which questions to refer to you?

It is, of course, essential that all of our "Patrons' Group" should be readers of *The Players*, but because our idea is not monetary support, we are going to enter the names of this special group on our lists at half the usual price—\$2.00 a year instead of the regular \$4.00.

Will you fill out the card right away, please, so we can get your name among our "Player Patrons" group at once, and have the benefit of your judgment on the questions that are constantly coming up for decision?

Sincerely,

There are numerous variations of this method that can be used in a dozen ways, and all effectively. Here is another of them:

Will You Give me a Little Information About Yourself—
Just the Sports *That* You Go In for Most?

DEAR SIR:

This letter is purely personal, and not primarily concerned with business. Rather, it invites a courtesy from you, appreciating the fact that if—in your considerate way—you can help the good cause by a bit of co-operation, you will do so, and gladly.

You know *The Players*, of course. It was founded six years ago to give a very limited group of Americans a publication that should be peculiarly their own. It numbers among its subscribers the best known patrons of amateur sports in this country.

The editors are now thinking of restricting its field to a few major sports, but before coming to a definite decision, they want to determine accurately the sports in which you and other representative sportsmen are most interested.

Will you help us? Will you put a number against each sport listed on the enclosed card, to indicate the order in which they interest you?

There is no obligation of any kind attached. We want your

preferences, whether you ever read *The Players* or not. But to show our appreciation of your courtesy in giving us this information, we shall be glad to enter your subscription to *The Players* for the next year for half its regular subscription price—*only* \$2. *The Players Almanac*, which comes in each issue, will alone be worth that small amount to you.

Send no money. Just your name on the enclosed card, with your preferences checked against the list on the side, are all we need. Will you jot these down now, please, and drop it in the mail? It's already stamped. We shall greatly appreciate your courtesy.

Sincerely,

We all like to feel important. Anything that raises our ego, that makes us feel more necessary to the general scheme of things, is sure to please us. The cleverness of the foregoing letters lies in their ability to feed our vanity, without making it too apparent that this is the real purpose of the letter. The letter that follows had a similar purpose, and used on different magazines and with special lists, pulled amazingly high returns:

I Wonder If You Would Be Good Enough
To Give Me the Benefit of Your Experience?

DEAR SPORTSMAN:

Will you give me the benefit of your judgment on a matter of considerable importance to us?

Most magazines, as you know, are edited by a very small group, dominated by one man. He thinks he knows what his readers want, better than any writer or group of writers can tell him.

And he may be right. But we should like to try an experiment. We are going to get together a select group of hunters and fishermen from different sections of the country, and have them practically edit our magazine for us for a few months.

We want to see if a magazine for red-blooded men, edited by a select group of men who are sportsmen in the true sense of the word—men who find their greatest pleasure with rod, gun, tent, and canoe—will not have a greater appeal than stories

picked because they measure up to the standard of any one man. Will YOU help? Will you accept a place on our Advisory Editorial Staff?

Mind you, this is no mere bluff. This will require some real work on your part. You will have to read enough of every story to criticize it if it is not up to your standard, or if it is not the type you regard as interesting.

We shall want you to treat the magazine as your own--condemn everything you would not accept if you were the sole editor, and tell us WHY you condemn it; suggest the type of article you would put in, and the authors you consider worth while.

We mean this. We want the benefit of your judgment, your **help** in making this a magazine for every true sportsman who really cares about his shooting and fishing and camping and woodcraft, and who wants all the skill and knowledge he can get. We want to make this **a** magazine that every member of the Editorial Staff can be proud of, and can feel that he has had **a** part in the making of. We want you as a **co-worker**—not merely as a reader. Will you join us?

Your reward? We'd like to make it a complimentary subscription to the magazine. We can't do that, on account of the Postoffice regulations governing second class mail. But we are going to do the next best thing. Instead of the 50c a copy which 50,000 newsstand buyers pay for it every month . . . instead of the \$5.00 a year paid by our regular subscribers . . . we will send the magazine to you at exactly **HALF PRICE** —*two years' subscription for the price of one!*

Not only that, but you need send us only **\$1** now. The balance of \$3.50 for your special two-year subscription price you can send us when we bill you six months from now.

That is the only thing we shall have to charge for. We **can** send you prepaid reply envelopes for all correspondence, but under the Postoffice regulations, we cannot mail second class to more than a very small percentage of our subscription list, unless those subscriptions are paid for.

The special low price of \$5.00 you will pay for a two years' subscription will come back to you many times over, however, in the contacts you will make with other hunters **and** fishermen,

and in the greatly increased value you will get from the magazine yourself.

As John Jones Doe put it—"No man can hope to master woodcraft in one short lifetime. Always he is learning. No small percentage of my own knowledge of how to kill game and catch fish has come from the lips or the writings of other sportsmen."

So in helping others to learn more of woodcraft, you will be increasing your own knowledge of the art, too. And instead of enjoying only two or three weeks of hunting and fishing, you will be re-living your experiences the whole year through.

Will you TRY it? Will you give us the benefit of your judgment and experience in making this the most practical of all out-door magazines? Only a few men from each section can be selected to make up this Advisory Editorial Staff. Your name has been suggested for one of them. Will you serve as a member?

Just your name and address on the enclosed Acceptance Form, with your check or a \$1 bill attached, are all that is necessary now. After you've had time to examine a copy or two, we'll write you about suggestions and the like. Will you put your name on the Acceptance and mail it back NOW? Thank you!

Appreciatively,

Although most people lack the courage for real leadership, few there are who do not long to be looked up to as being a bit above their fellows. Organizers of lodges and clubs realize this predominant trait in human nature and capitalize on it to the fullest degree. And publishers have not been backward in giving their readers the chance to become "Founders" or "Charter Subscribers" or "Members" of some more or less exclusive group. Here is a membership offer by the one of the book clubs that we understand was particularly effective:

DEAR FRIEND:

You have been elected to full membership in our book club for one year. Here is your membership certificate. It is made out in your name and is non-transferable.

Your membership entitles you to all advantages of the club—

including the special NEW features that have been so enthusiastically received by thousands of other members. It entitles you also to one of the most entertaining and brilliant books ever published, ABSOLUTELY FREE.

You now need only sign and return the membership certificate to put your membership into immediate effect and to receive the beautiful GIFT volume. Etc.

A few years ago, Nelson Doubleday sold a million copies of the Book of Etiquette on a "Keeping Up with the Joneses" appeal. And since he blazed the trail, hundreds of products of all kinds have been advertised and successfully sold in the same way.

One such ad that we remember was "Can You Talk About Books with the Rest of Them?" Knowing its success, we used the same appeal in writing a letter for Stage magazine. Here is the way it went:

Can You Talk About Plays

And the Like With the Rest of Them?

DEAR READER:

An innocent looking Questionnaire—just a little ink on a piece of paper—is enclosed with this letter.

This Questionnaire, when answered and returned to us, will enable us to tell you whether you rate as a drawing-room Sphinx, with whom conversation is a lost art unless the talk turns to business, or as an all-around-man-of-affairs, as much at home in the world center of entertainment as in the marts of commerce.

The brightest hours of the day should be those after dark—if you know where to spend them. The Stage tells you each month what's new, what's interesting in the whole round of metropolitan life after dark—theaters, movies, radio, supper clubs. It covers the world of entertainment, informs you infallibly what to see and do. Rich, lavish, and colorful, it is at once beautiful and diverting. It insures your enjoyment when you are out, keeps you in touch even when you stay at home.

For the Stage reports each month the whole dazzling world of

amusement—all the vast apparatus of the relaxation and gaiety, which enframes the night's fun. It visits the friendly cocktail spots, the dinner, dancing, and supper places, pictures the modes and manners of all the gay pilgrims to Bagdad, tells you where to go, what to do, before the theater and after, to get the utmost of fun and entertainment.

Will you try the next five issues—if I send them to you at the special price of \$1.00? And will you fill out the enclosed Questionnaire, so we can tell you just how high you rate today in your knowledge of where to go and what to do to get the most fun for your money?

Make no mistake about this—Broadway is vividly alive, even though it is Summer. And scattered over the country are hundreds of small playhouses that are well and entertainingly run. Everything that is bright, tuneful, or interesting will be reflected in the colorful pages of Stage. The enclosed card will bring you Stage for the next five months at the special price of \$1.03—just about half what it would cost you if you bought these issues on the newsstands. Will you TRY it? Will you see for yourself how it saves you the time and money wasted on mediocre performances, how it gives you the vital news on all that qualifies as valid entertainment?

Just your name and address on the enclosed card is all that is necessary. Will you jot these down and drop it in the mail—NOW?

Sincerely,

The above letter illustrates the point that Mr. Wheeler made—that when you find an approach that is unusually successful, it pays to develop it to the utmost; to develop it—and then to extend it as far as possible to ideas of a similar nature.

At one of the Direct Mail Conventions, for instance, a speaker told us that the only letter from which his company had been able to get a satisfactory response was one beginning, "I wonder if you would be good enough to do me a favor?" So every letter they used started with some variation of that appeal.

When I was with the New Process Company at Warren, we found letters of that type to be successful, but we could never afford to stick to that or any other single type of opening. We wrote to the same people too often, and they would soon have tired of it.

So we tested continually for new starters. And of a nature similar to this one we found a dozen others that pulled just as well, while many of an entirely different style greatly outpulled it.

There is no one best method of approaching your reader. And no one person knows all the successful methods. But experienced advertising men have learned a number of ways that work well in a large majority of cases, and unless you know better ones, it pays to use these tested methods. They go far toward taking the guess out of advertising.

You have seen numerous advertisements, for instance, starting, "Give me Five Minutes, and I'll Give You this or that." So successful has this approach been found that it has been put among the proved order-getters. Why not adapt it, then, to your offer? Here is the way we used it for one client:

Give Me Two Minutes—And I'll Give You

The Secret of a Goodly Profit Without Investment!

DEAR SIR:

I am going to send you, in the next few days, a book of Christmas Cards that are DIFFERENT, for your most particular customers.

This book is unlike any you have ever used before, because:

1—It has the new plastic style of binding that opens flat and makes it easy for a woman to hold; small in size, light in weight, it is an easy book to handle.

2—Many of the cards are illustrated with beautiful etchings, hand-colored, of new and original designs that will be in great demand among those who want their cards to be distinctive. Here are no duplicates of other Christmas

books. The cards in this book were, for the most part, made especially for us.

3—An outstanding feature of this new book is the number of ENGRAVED cards. With their appealing designs, their beautiful coloring, and their happily-phrased messages, they need only to be seen to be appreciated.

I am going to send this new and different book of Christmas Cards to you—with no cost or obligation on your part—for you to examine and actually put to the test in your Christmas Card department.

There is only one thing: I don't want to send it without your permission. You can grant that in a moment on the enclosed card.

Mind you, there is no charge of any kind for the book, in spite of the fact that it is amazingly expensive to make up. We send it to you at our own risk for your FREE USE. All we ask of you is that you give it a chance to show what it can do, that you put it where your customers can see it, where they can compare it with the cards offered by others.

These cards, though so distinctive and beautiful, are in the popular price class—5c, 10c, and 15c each. The margin of profit is the same as you get from your other Christmas Card books, and they have this big advantage:

Ten years' experience has equipped us to handle quickly and efficiently as much business as you can send us, and to turn out all orders promptly, right up to the last minute before Christmas.

Only 125 of these Christmas Books are made up each season. Only 125 stores can handle our cards—never more than one in each section of the country. So there is no danger of duplication.

We should like you to be the store to handle our Cards for your section. May we send you our Christmas book?

Just your name on the enclosed card is all that is necessary. But please mail it soon, for we shall have to make it "First come, first served."

Sincerely,

That same client had recently received a letter that struck him favorably. It started with the story of a Klondike miner who had struck it rich, and, wanting to show his importance, had walked into a restaurant in Seattle and ordered \$25 worth of ham and eggs. The waiter, not to be outdone, told him he was sorry, but they didn't serve half-portions. And the story was used to point the moral that no matter how much you try to outdo the other fellow, there is always someone to cap your tale with a strong one.

This client was so struck with that idea that he wanted a letter along the same lines, so we wrote the following to test against the more assured appeal of the previous letter. The proved approach won, but he had the right idea. It is always worth while to keep trying something new against the old. With every big mailing we ever made on New Process Company products, we always included tests of new letters. And it was surprising how often we developed new approaches that outpulled anything that had been used before.

DEAR MR. JONES:

You've heard the story, I know, of the proud fisherman who was trying to impress a couple of guides with his piscatorial proficiency.

"I had a big tarpon on the line," he was explaining, "when along came an enormous shark, opened his mouth, and just swallowed that tarpon whole. Did I have a time landing that shark!"

"Hmm!" grunted one of the guides, expectorating disgustedly, "where I come from, we bait with sharks!"

Which goes to show that no matter how strong one makes his story, there is always someone ready to go him one better.

If I told you that our new Book of Christmas Cards is better than those you now use, someone else would just make a stronger statement.

So I shall say only that our book is DIFFERENT. To begin

with, it is easier for a woman to handle, because it has the new plastic style of binding that opens flat.

An outstanding feature of the book is the number of ENGRAVED CARDS, with beautiful etchings, hand-colored, of new and original designs made especially for us, that will be in demand among those who want their cards to be distinctive.

Lastly, there is no charge for the book, in spite of its costliness. We send it to you at our own risk and expense, for your FREE USE. The margin of profit is the same you get from your other books, the cards are in the popular price class—5c, 10c and 15c—and we can offer you this big advantage:

Ten years' experience has equipped us to handle quickly and efficiently as much business as you can send us, and to turn out orders promptly, right up to the last minute.

Will you TRY it? The enclosed card will bring this amazingly attractive book of cards to you without cost and without obligation. There is only one thing: We make up only 125 books each year—no more. We send only one to each territory. We should like to send the one for your territory to YOU. May we?

Sincerely,

The one thing that should always be borne in mind is that it is not merchandise you are selling, but human nature, human reactions. The movie people have found that people always respond to certain motivations, so they have their guaranteed laugh producers, their guaranteed methods of turning on the tears, and so on.

It doesn't matter what the play, they can drag in a scene showing a dignified butler carrying a tray, have him stumble and dive into the whipped cream, and they are sure of a good laugh. Or they can show the little boy kneeling at his mother's knee, praying—"God bless daddy and bring him back safe," and be sure of wringing a tear from every woman in the audience.

In the same way, you can take an approach that has successfully sold a set of books, and with very little change, adapt it to selling shoes or socks or luggage or any one of a

thousand other products — and be just as successful in disposing of these!

Take, for example, the "Give me 5 minutes" approach used in one of the foregoing letters. You can use it to sell a relief for Athlete's Foot, as in—"Give me 5 days, and I'll give you relief from itching feet." Or a new dance step—"Give me 15 minutes and I'll give you the secret of dancing to the new slow-time music." Or a new car—"Give me 5 minutes and I'll give you a new sensation in riding comfort." Here is the way it was adapted to selling a new set of books:

Give me Five Days—And I'll Give You
The Secret *of* Learning Any Subject!

DEAR READER:

Men who know it all need go no further into this letter than this paragraph, because it is not for them. Neither is it for those who are satisfied with their present positions, and the progress they have made in life.

This letter is for the man whose ship has not come in, who WANTS to get ahead, and who realizes that he will earn more only as he learns more. For this letter gives you the secret of the most important yet least known of all the arts—THE SECRET OF LEARNING!

America spends two billions a year on its public schools, other millions in training teachers how to teach, *but* very little in showing students *how to* learn!

Is it any wonder that most people forget all they have been taught in classrooms within five years after they leave school? Is it surprising that students should dawdle through four years in College to learn what, in the opinion of Professor Pitkin of Columbia, any man who understood the art of learning might grasp in six months?

For here, according to Professor Pitkin, is the amazing fact: When you know how to learn, half an hour daily is enough to master the fundamentals of any science WITHIN A YEAR!

Never before have the rewards for high-speed learners been so

great. When you know how to learn, you put yourself in position to master the intricacies of any job or any problem—quickly, easily. You equip yourself in the race of life to keep a jump ahead of the crowd. And that is all the lead you need in life or in a race to pull down the biggest prizes the world has to offer. The old adage of "Live and Learn" might well be changed to "Learn—and then live as you please!"

What IS the secret of learning? HEADLINE TREATMENT—sharply outlined, quickly digested resumes of each subject. With these as a framework, it is easy to add a thorough understanding of the details of the subject.

Notice the way a newspaper picks the high spots of the day's news, puts them in headlines, then follows with a brief resume that tells the essentials of the story in a dozen words. That is the secret of quickly learning any subject—getting the headlines that put the idea across, following these with a short resume, **and** then filling in the details. It is simplified study—study made easy.

And that is what we offer you in the COLLEGE OUTLINE series—Headline Treatment that gives you the important facts, illustrations that sum up whole chapters, pithy resumes that cover the essential framework—and then additional particulars to fill in the picture.

Years ago, the late President Eliot of Harvard University startled the world by saying that he could put all the books essential to a liberal education on *a* five-foot shelf. If he had lived to see the COLLEGE OUTLINES, I think he would have cut his shelf to two feet instead of five.

For in the twenty-six volumes of the COLLEGE OUTLINE series now published, you get the essentials of a cultural education. They carry with them the mark of the educated man. Whether you have been to College or not, you need these handy volumes. If you are a **College** man, you need them to recall in interesting fashion the things you were taught there. If you are not, you need them to give you these facts that are so necessary to the successful man of today.

Each day in College, according to President Ferry of Hamilton College, is worth \$100 in later life. Yet, as Ex-President Lowell

of Harvard points out, it is not the College classroom that is necessary. "All true education," he says, "is self-education."

You can judge for yourself how valuable the COLLEGE OUTLINES are considered by educational authorities from the fact that practically every College and University throughout the land now uses them, and they are endorsed by more than 2700 College instructors. "I am a strong advocate of OUTLINES," writes a well-known instructor from the University of Denver, "as furnishing the skeleton of a subject both to the student and teacher, *giving the subject a backbone.*"

For many years after he had made his millions, Andrew Carnegie used to employ a tutor to give him the cultural background he was unable to get as a youngster. COLLEGE OUTLINES take the place of a first class tutor in giving you a quick and thorough understanding of a subject. Each one gives you a fistful of pertinent reading covering a particular subject, as compared with the usual **armload** of reference works. Their plan of headlining the essential facts gives you a grasp of the subject in the same way that the headlines in your newspaper give you the background for the story that follows.

With your permission, I am going to send the 26 volumes of the COLLEGE OUTLINE series to you—to read, to try out in your own home for a week, at our risk and expense.

Mind you, there is no obligation on your part to keep them. You can return them for any reason or no reason. All I want you to do now is to **TRY** them, to put them to the test of actual use, to see for yourself how their headline treatment gives you a thorough grasp of each subject quickly, easily—and how it shows you the secret of learning any subject.

If you were to buy all the books from which the **26** volumes of the COLLEGE OUTLINES were taken, you'd have a library of hundreds of volumes by 119 different authorities, that would cost you thousands of dollars. In the COLLEGE OUTLINES, you get the headline facts from all those books, and they cost you—**NOT** thousands, not even hundreds, but only \$1.50 at the end of your week's **examination**, and **\$2** a month for nine months. (Or \$17 in one full cash payment.)

Every man wants to get out of the rut, to grow. Yet who is the

one that wins promotion? Is it the man whose knowledge is limited to his own routine work? Or is it the man who, like the famous psychologist Wm. James, realizes that at bottom there is but one science, and that until you know something of all subjects, you cannot know everything about one. So he broadens his knowledge by taking in the essentials of all important subjects.

That is what every man must do who wants to be regarded as educated in the broad sense, or even as an authority on some one subject. He must learn something of all. And nowhere can you get such a rounded knowledge so readily or so quickly as through the pages of the COLLEGE OUTLINES.

"The only worthwhile liberal education today," says Dr. Conant, of Harvard, "is one which is a continuing process going on throughout life." And he goes on to say that "If knowledge is to be advanced in a democracy, the leaders of opinion and the intelligent voters must be kept in touch with what scholarship and research really signify." To prove that, all you need to do is to mail the enclosed card. The card obligates us *only*—not you. Will you TRY it? Will you put your name on it and drop it in the mail?

Sincerely,

P. S.—To those who mail the enclosed card at once, we are going to send a copy of our latest COLLEGE OUTLINE, covering every essential phase of JOURNALISM.

Most of the books you get on this subject cover only one type of writing such as editorial work, reporting, feature writing, etc. This new book covers all. Not only that, but it gives you a digest of the most successful *methods* of learning Journalism, by the very men who originated those methods.

To get a copy of this new OUTLINE, with our compliments, *just mail the enclosed card right away.*

A knowledge of your product is essential, of course. But familiarity with human reactions, human responses to familiar stimuli, is even more important.

Oftentimes when we have been asked to write a letter about some new product, we have sketched the first rough

draft of it without seeing the product at all, or knowing any more about it than our average reader. We put into that first draft everything that we should want in the product if we were buying it. Then—after we had our mental picture of the ideal product from our point of view as a user—we took the product itself, studied it, and determined how it compared with our ideal. Many times it has been an approach developed in this way that has proved the most **effective** way of selling the product.

*Magic Words That Make People **Buy***

In changing the titles of his thousand and more little Blue Books, experimenting with first this and then another title, E. Haldeman Julius found certain magic words that were more effective than any others in making people buy. "Truth," "Life," "Love," were among the strongest of these. As part of a title or headline, they always increased the pull. "At last" was a big help, as was "New," "Advice," "Facts you should know about—", and "Cultural Help." But "How" led all the rest.

As an instance of this, Haldeman Julius shows how changing the name of *The Art of Controversy* to *How to Argue Logically* vastly increased the sale of the book. The same was true when he changed *Essay on Conversation* to *How to Improve Your Conversation*. "Evolution made plain" was a flop, but "Facts you should know about **Evolution**" made the book sell in the big-volume class. And everyone knows **how** *The Story of Philosophy* put Philosophy among the best sellers.

How can you apply the same idea to letters? Here is the way George H. Cole, of Syracuse, N. Y., did it. He had **a** series of collection letters to sell—a dry enough product, **in** all conscience. But is his letter dry? Just read it and see

how he puts life into the very first line, and into every line that follows:

Want to raise money? While they last,
The Famous "Notes on Financing"^v — FREE! !

GENTLEMEN :

Would you like to see bigger and better collections in a few short weeks?

Let me tell you how:

I am going to send within the next few days a choice collection of marvelous letters—the cream of the very best collection letters ever written.

These letters are probably not like any you have ever seen before, because:

1. They actually are the "pick" of the most effective collection letters ever used—and especially valuable right now.
2. They are the ones which have produced the best results ever attained—in actual use.
3. All are friendly, courteous—preserving and often creating good-will.
4. They substitute experience for experiment—and are suitable to any business without revision.

I am going to send these wonder letters with no obligation on your part—for you to read and ACTUALLY TRY OUT at my risk and expense.

But there's just one thing—I don't want to send them without first getting your permission. You can grant that in a moment by penciling the Courtesy Card enclosed.

When I send the letters, there's absolutely no obligation to keep them. While I want you to know first hand the great results they will obtain in actual use—you are perfectly free to return them for any reason or for no reason at all.

But here's the most important part:

If you find they are everything I say about them—and **you** are to be the sole judge—how much would you expect to pay for them? \$25.00? \$50.00? \$100.00? That's what they will be worth to you based on actual RESULTS they'll get for you. Use

them side by side with those you are now using—and compare results! Certainly if they will do half of what I've promised you they would be worth that and more.

Well, if you decide to try out these letters, you need send me, not \$25, or \$50, or even the regular price of \$10, but MY SPECIAL INTRODUCTORY PRICE TO YOU of \$3.85.

And that isn't all—

If within three months your \$3.85 hasn't grown to many times that amount in collections made and good-will preserved—send back the letters and I'll refund to you cheerfully and in full every cent you have paid for them.

Remember, there are no strings of any kind to my offer. If within three months they haven't helped you to the pot of gold at the end of the rainbow by collecting many, many times their cost, then they are not for you. Send them back and get your money.

And I want you to note this:

These wonder letters are by no means an ordinary "series." They are not a series of threats or ordinary "dunning" letters. Nor are they the familiar "tear out forms." They ARE the aristocrats of the collection field.

And just listen to this:

"The letters are the work of geniuses—and worth thousands of dollars." So writes Chas. Hardman, of Chicago.

For they are the best of the best—and gotten together, I assure you, only after the expenditure of much time and effort.

The Famous Notes on Financing Free

And for good measure—while they last—I'll send you the very unusual and practical "Notes on Financing the Business of Moderate Size," with my compliments, at no cost whatever. You'll find them interesting and very valuable if you ever want to raise money for your business.

But you'll have to send the Courtesy Card right away for we're running off only a limited number of sets for this Advance Edition. And advance orders are coming in so fast that I'm afraid all of them will be spoken for very quickly.

So if you want these WONDER LETTERS without risk of loss

and the NOTES ON FINANCING free, you'll have to mail the Courtesy Card, NOW—TODAY.

Yours for better business,

Selling a boring machine is a dry subject. Offhand, you'd say it would be difficult to inject much life into it. But just listen to this. Whether you are interested in boring machines or not, wouldn't it stop you? Wouldn't it hold your interest?

*When Millions Were Actually
Thrown Into the Gutter!*

DEAR SIR:

"The most expensive gutters in the world^w—that is what **they** called the canals of 1830, which cost \$200,000,000.00 to build, and were doomed by the locomotive. What do you suppose they will call the trenches of today, where whole gangs of laborers take days to dig up stretches of expensively paved streets, *just to lay pipes or cables or drains under them?*

"The most expensive ditches in the world'—probably. FOR THOSE SAME HOLES COULD BE BORED AT A TENTH OF THE COST WITH A Blank Boring Machine.

All the work of tearing up paving, all the expense of resurfacing, might just as well be thrown into the ditch, for **all** the need there is of it or all the good you get out of it.

You see, the Blank bores UNDER the street. It can make any size hole from 2½ inches to 10½ inches. It can bore any length up to 120 ft. It works as fast as **a foot a minute**, and it costs only **10c** a foot!

"In 1930, we made plans for installing water mains in a newly incorporated borough," writes the So-and-so Township Water Co., of Smithtown, Pa., "through which passed three paved highways. Our permit was conditioned upon *not breaking the paved surface of the highway*. Thirty or more crossings were necessary. The Blank Boring Machine enabled us to do the work in 1931 at minimum expenditure. We know of no better or more economical machine for its purpose. We completed the entire job for less than half the estimated cost of tunneling."

We can save more than half for you, too. May we tell you how? Your name on the enclosed card will bring full information by mail, without obligation.

Sincerely,

"Some men are born gamblers." There's a start for a letter. There is a phrase that gets under the skin of most readers. "A born gambler"—we all feel that we are ready to take a chance when the risk is worth while, yet that we know when to gamble, when to play safe. How can we tie that very human trait into our letter in a way that will appeal to our readers? One carpet company did it by pointing out that no matter how strong their sporting instincts, few men would turn their backs on a sure thing. And then they proceeded with their offer.

John Caples, author of *Tested Advertising Methods*, is authority for the statement that the headline of an advertisement accounts for 60 per cent of the pull of that advertisement. In the same way, the start of a letter makes or breaks the letter, because if the start does not interest your reader, he never gets down to the rest of your letter.

Personally, our concern starts with the outside of the envelope. If we can find a good enough catch-phrase, to correspond with the headline of an ad, we'll put it on the outside of the envelope. If not, we will try to make the envelope look like a personal letter, or use a novel size or design that will attract attention. A miniature letter, for instance, when used with an envelope about the size of a calling card, has been one of the most effective pieces we have ever used. An imitation hand-written letter, with hand fill-in to match the body, is next. Then automatically typed letters, with the recipient's name repeated in the body of the letter. After these come the stunt letters, like those with a penny pasted at the top, or a new dime or German mark or **what-not**. All are designed to win attention and thus get themselves **read**.

As to the motives to appeal to when you have won the reader's attention, by far the strongest, in our experience, is vanity. Not the vanity that buys a cosmetic or what-not to look a little better, but that unconscious vanity which makes a man want to feel important in his own eyes and makes him strut mentally. This appeal needs to be subtly used, but when properly used, it is the strongest we know.

Next to it, perhaps, is the premium or "Gift" idea—starting your letter with the gift of some unimportant article, to lead your reader on to the buying of your real product.

Selling, you know, is just a matter of making people WANT some one thing you have, more than they want the money it costs them. And the easiest way to make them want it is by sugar-coating your offer as a doctor sugar-coats a bitter pill—for oftentimes it is bitter to dig up money for something you do not really need. This sugar-coating takes many different forms, of which the gift or premium is the most common. Here it is used to sell a magazine subscription:

DEAR MR. JONES:

As you will see from the enclosed Reservation Card, we are putting aside for you, with our compliments, a set of three books which for timely value and business interest have seldom been equalled.

Thousands upon thousands of these books have been sold at regular retail prices. Thousands more will be sold at the same high figure. But our rights to them cease with the end of our one big edition--and *there are less than four hundred sets in our stock room now!*

These three volumes include the famous "Obvious Adams," as well as such popular stand-bys as "The Sixth Prune" and "The Subconscious Mind in Business." They contain some of the choicest nuggets of business philosophy and homely common sense ever written. They are called "The Library of Self-Starters," by Robert R. Updegraff.

If you will mail the enclosed Reservation Card at once, calling for the next 24 issues of the Journal of Modern Business Management, at its regular price of \$5, we will send you—with our compliments—a 3-volume set of Updegraff's "Library of Self-Starters," beautifully printed on heavy book paper and bound in thick board covers.

The only reason we can make this offer is that we are very near the end of our big edition, with not enough sets left to justify printing circulars and letters to sell them alone. So we decided to use them as a special inducement to introduce the new Journal to a few select business executives whom we have not been able to reach with our regular offer.

L. F. Loree, President of the Delaware & Hudson, says that during the past year 20 per cent of the higher managerial staff of industry have been destroyed or totally disabled as industrial leaders. He believes it will take four or five years' training and experience for their juniors in the ranks of management to replace those fallen leaders.

But will it? If they depend upon ordinary training and experience—yes. But if they study each month the proven plans and practical methods of the most successful leaders of today—then we believe they can follow in those leaders' footsteps at once! And not merely in their footsteps, but the enthusiasm and fresh viewpoints they can put into their jobs should enable them to quickly outstrip these leaders' pace.

That is what this new magazine gives you—the practical methods that are producing results for others. It is a clearing house for all that is timely and usable in the most efficiently run offices and successful businesses. It is a new deal—in business conditions and in a business magazine. It brings you the chance to get in on the ground floor of the new business cycle, with all that this signifies of opportunity and of profit.

Will you use the enclosed Reservation Card to TRY it? Will you accept a 3-volume set of Updegraff's "Library of Self-Starters," with our compliments? Then put your name on the card and drop it in the mail NOW! You will never have another such opportunity.

Sincerely,

Gifts or premiums can just as readily be used to sell dental supplies, or groceries, or furniture, or lots. In fact, the principle is as old as selling. Down in Louisiana they have an old French word for it—"Lagnappe." When you buy a peck of potatoes, or a dozen eggs, or anything else down there, the merchant throws in a little something extra, just as a good-will offering, and a merchant is judged largely by the amount of Lagnappe that he gives. Well, here is Lagnappe as applied to dental supplies:

DEAR DOCTOR:

With your permission, I am going to send you **FREE** a New, Self-filling Black Beauty Fountain Pen-Pencil, with your name stamped upon it in 24 carat solid gold leaf.

You will like this good-looking, smooth-working Pen-Pencil. It has all the fine appearance of a Five Dollar Pen, and your name stamped upon it gives it a distinctiveness that expensive pens often lack. Practically unbreakable, it will give you smooth and satisfactory service for years.

Your name on the enclosed Coupon will bring this Pen-Pencil to you, postpaid, *with my compliments*.

I'm going to send this Gift to you—without cost or obligation on your part—upon receipt of your next order for Blank Products amounting to \$5 or more.

You can make up your own selection of Supplies. The inside pages illustrate and describe many money-saving offers—50% below Dental Depot Prices.

I only have 500 of these Black Beauty Fountain Pen-Pencils. Among over 10,000 customers of mine whom I am writing to—this quantity will not last very long.

But while they last, I will send you one **FREE** immediately upon receipt of your next order amounting to \$5.00 or more, AND IN ADDITION, I will stamp your own name on it in gold.

Play safe. Send in your order AT ONCE and be sure to print your name **CLEARLY** on the Pen-Pencil Coupon, so that you will be sure of getting yours—before it is too late.

Cordially yours,

And here is that same idea so cleverly worded, that it makes an ordinary prospectus sound like a most worthwhile gift. It is hard to get inquiries from the right kind of prospects. It is often difficult to get your literature into the right hands. So when you can make your logical prospect ASK for it, when you can make him look upon your advertising matter as a worth-while gift, then indeed have you accomplished something to crow over. And in the following letter, the Limited Edition Club has done just that:

DEAR MR. JONES:

I have a present for you. To get it, you must ask for it, and it would be nice if you would say Please.

You don't have to guess what it is; if you did, you'd guess it to be a bank for the baby's pennies or a folder for your insurance policies. No, I'll tell you; it is a copy of a handsome printed prospectus, setting forth the plans of The Limited Editions Club for its sixth year.

If you have a real interest in literature; if you derive delight from the fine printing of books; if the presence of beautiful books in your home or anybody's home gives you a thrill, you'll want to ask for this lovely prospectus (it is remarkably handsome!) and you'll be willing to say Please.

For in it you will find the announcement of a First Edition of a hitherto unpublished work by Mark Twain. You will find plans for new editions of works by Chaucer, Dickens, Emerson, Hudson, Sterne, More, O. Henry, Lewis Carroll, Hawthorne, Melville—and James Joyce! You will find the promise of original critical work from Christopher Morley and H. G. Wells, William Beebe and Carl Van Doren, Stephen Leacock and Van Wyck Brooks. You will find the announcement of book illustrations by John Tenniel and Miguel Covarrubias, T. M. Cleland and George Grosz, Edward Wilson, Valenti Angelo, Gordon Ross—and Henri Matisse!

Such a prospectus is treasure trove for you if you are the kind of person I suggested in the third paragraph of this letter. I have a copy to present to you, and I'll pay the postage to get

it to you, too. Naturally, I am anxious that you should read it, in return.

So, if you will simply write "Send me that prospectus, Please" across the edge of this letter and return it to me, I'll do the rest. I ask that you do this promptly, for only five hundred copies of the prospectus are available for the people who answer this coy letter from me.

Cordially yours,

To sum up—one of the strongest traits in human nature is the desire to be somebody, to feel important, to be necessary to the community and those around us. And many proved ways have been found of successfully approaching people through this harmless strain of vanity that is in all of us.

That being so, why take the hard way when there is an easy one open to us? Why blaze new trails when there is a paved road already laid?

For twenty-five years or more, one magazine used a letter that started along the following lines:

The enclosed card is of real value to you, and has been registered in your name. It is for your personal use only. If you cannot use it, we should feel obliged if you would return or destroy it. For it brings to you and a select group of well-known book-lovers the chance to examine the new this or that, etc.

I used the same idea time and again, and almost every book publisher repeatedly has mailed some modification of it. This has been going on for years and years, yet still the reading public seems to accept it at face value; still it is one of the most successful approaches that we know.

This was graphically proved a while back when a new magazine was brought out. The following letter, which, as you will see, used the same general type of approach, is reported to have brought an average of nearly 9 per cent of orders:

312 TAKING THE GUESS OUT OF ADVERTISING

DEAR READER:

Because your name is included on a selected list of those we should prefer to have as our Charter Subscribers, we invite you to receive the next six monthly issues of the Blank Magazine at the special introductory price of only \$1.00. The regular price is \$3.00 per year—25¢ a copy.

(Here follows description of the new magazine.)

We tell you sincerely that your name has been included at this time because of its special significance to use as a Charter Subscriber. We have segregated a known and selected group of readers, preferred as first subscribers. With this key group at the start, the merits of the magazine will be discussed in the right circles by people whose opinions are respected. For that reason we offer you this initial reduced price of \$1.00 for six months' issues.

Accept our invitation **NOW**. Just fill in your complete address on the convenient form enclosed. No postage stamp is needed. Drop it in the mail in the envelope provided herewith.

Sincerely yours,

There is an old ditty to the effect that—

He who whispers down a well
About the things he has to sell
Will not make the shining dollars
Like him who climbs a tree and hollers.

Not to advertise is like whispering down a well, but advertising ineffectively is even worse, for you are spending good money to get no better results!

Follow in the footsteps of some of these users of TESTED approaches, PROVED appeals, and you will take the guess out of your advertising and put profits into your tills.

XXII

We Help to Start a Store

WHO CAN USE THE MAILS to best advantage? To what businesses and for what purposes are they best adapted?

You hear these questions asked frequently, and the answers are as varied as the people who give them. Our own experience indicates that anyone who has something to sell can use the mails in one way or another to further that sale.

This point was well illustrated in the experience of a young fellow who came to us for help some years ago. He was assistant to a resident buyer of ladies' ready-to-wear dresses. In the course of their buying for out-of-town stores, they ran across innumerable odd lots of dresses that could be picked up at discounts of anywhere from 40 to 75 per cent of the regular wholesale price. Some of them were original models that had been copied and now were no longer needed. Others were samples, slightly soiled from being exhibited by mannikins. But most were odd sizes of regular models, perfect in every respect—but left-overs.

The trouble was that there were only a few of each—not enough for any merchant to advertise. And anyway, by the time the buyer could write one of his out-of-town stores and get permission to send along the dresses, they probably would have been snapped up by someone else. So most of the out-of-town buyers passed them up.

But some ten years before the head of this resident buyer's

firm had conceived the idea of picking up a few of the best of these bargains, gathering them together in his own office, and then handing out cards telling of the bargains to girls working in nearby offices. It did not take long to work up quite a following, for by judicious picking he was able to offer every dress at less than its regular wholesale price! In ten years' time he was selling \$1,000 worth of dresses a week!

Although this proof of Emerson's famous saying was enough for the head of the concern, our younger friend felt that the world could be brought to their door far more quickly if some better and more comprehensive way were found of telling people of the bargains to be had there. To him, the side line seemed far more important than the resident buying and offered greater possibilities of development. But the "boss" was satisfied with the progress they were making, and not only had the young fellow nothing on which to make an independent start, but there was a wife and child at home who had to eat.

Eventually, however, our young friend (whom we shall call Jones) persuaded a couple of his friends to put up \$3,000 to back the idea, and with this \$3,000 he launched out on his own. Mind you, with \$3,000 he had not only to stock an office with dresses, pay rent and pay help, but in addition, he and his family had to live on it while the business was getting started.

So there was not much left for advertising. Yet some advertising had to be done, because it was essential that trade start at once—every week ate into the small capital for unproductive expenses. After long and prayerful consideration, it was decided to risk \$20 a week as an advertising appropriation, and I was entrusted with the spending of it!

Not much you can do with \$20 a week to launch a new business, perhaps you will say. And yet \$20 could be made

to cover a thousand letters when they were mailed third class. And that is exactly what we did with it.

We secured the names of business girls, feeling that they require more dresses than the average housewife, yet have less time to shop around for bargains. And each week to 1,000 business girls we sent one of the following letters:

DEAR MADAM:—

You know that being well dressed is not merely a matter of money. Right among your own acquaintances you can pick out a dozen women who spend more than you do on their clothes, and yet look far less well dressed.

Yet, you are spending twice as much for your clothes as you should!

How can we prove it!

By giving you two smart, new, modish dresses—lovelier, more exquisite than any in your wardrobe—for the price you now pay for one.

Impossible? No, indeed! You know what bargains you can pick up even in the regular stores by continually "shopping around." Imagine, then, what your opportunities would be if you were continually "shopping" among the dress manufacturers themselves.

Yet that is what we are daily, hourly doing as Resident Buyers for twelve out-of-town Department Stores. Every day we pick up Original-Model samples, "close-outs" of which only two or three are left in stock, or Designers' Model-Gowns, and because the manufacturers have no time to bother over single dresses, we get them at such bargains that we can pass them on to you at *actually less than the wholesale prices!*

That means we can offer you the prettiest, smartest dresses to be found in the big stores—beautiful frocks of the finest fabrics, that you'd pay them \$25 to \$85 for—at from \$7.50 to \$29. And not one among them that isn't priced at less than half what you'd pay for the same dress in any store!

Not only that, but you have a bigger selection to choose from—in all sizes, all colors, all kinds of materials. There are **beauti-**

ful summer frocks of fascinating freshness; chic, modish street dresses; exquisite afternoon gowns of the finest fabrics; pretty, dainty house dresses.

And remember, many of these are individual, specially designed models—not the kind that is turned out by the thousand and that you meet on every passer-by. They are distinctive, charming, unusual, not only in price but in that far more elusive quality—style.

Come and see for yourself. There is no cost—no slightest obligation to buy. Just drop in and "shop around"—see all the authoritative new modes—satisfy yourself that these are the wonderful values we claim—compare the prices with those you've found in the stores.

But come soon if you can, for while we get in new and captivating models every day and there is never a time when you can't pick up some delightful bargain, yet the showing we have now is our best. If you want the pick of it, come soon while the choicest creations, the loveliest and most distinctive designs are still here. You will find the ladies in charge always glad to show you, never urgent that you buy.

Sincerely yours,

DEAR MADAM:

Every woman, no matter how much money she spends on her clothes, likes to pick up special bargains when she can do it without sacrificing quality or style.

You know that.

You know, too, that being well dressed is not so much a matter of money as it is of having the gift for picking out chic, modish garments *with style to them*.

Many women have that gift. More have not.

If you are one of the lucky ones that have it, you can save half the price on every dress you buy. At the same time you can get individual, specially designed models, made up for samples or Designer's models, of special materials and workmanship.

You know what bargains you pick up occasionally even in the Stores just by shopping around. Imagine, then, what you could do if you were continually shopping among the Dress Manufacturers and Designers themselves!

Yet that is what we are daily, hourly doing as Resident Buyers for a dozen out-of-town Department Stores. Every day we pick up Original-Model Dresses, Designers' Model-gowns or coats, and because the Manufacturers have no time to bother with single dresses, we get them at such bargains that we can pass them on to you at actually less than their wholesale prices—half *what they would cost in any regular store!*

Not only that, but we give you a better selection to choose from—in all sizes, in the most fashionable colors and materials. There are lovely Fall and Winter frocks; chic, modish street dresses; exquisite afternoon and evening gowns; pretty, dainty house dresses; smart coats and wraps.

And, of course, there are all the regular models among them, too, just like those in the stores. Only ours are priced at half the Store prices. For in our rounds of the Manufacturers, we pick up many a special little "close-out," many an "odd lot" at 30, 40, even 50% *off the regular wholesale prices!*

Come in and see for yourself. **There'll** be no cost—no slightest urge or obligation to buy.

Just do as we do at the Manufacturers' showrooms—"shop around." See all the latest and most distinctive modes; compare the prices, the designs, the quality, with anything you can find in the stores.

Come soon if you can, for while we get in new and captivating models every day and there is never a time when you can't pick up some delightful bargain, yet the showing we have now is our best. If you want the pick of it, come soon while the choicest creations, the loveliest and most distinctive designs are here.

You will find the ladies in charge always glad to show you, never urgent that you buy.

Sincerely yours,

DEAR MADAM:

What size dress do you wear?

If it's a 16, an 18, or a 36, I can save you half its cost and at the same time give you as distinctive, as stylish, as unusual a model as you can find the whole length of the Avenue.

Even on the larger sizes I can sometimes do this, but if you wear a 16, an 18 or a **36**, you can always find your size here.

You know how the Dress Manufacturers work. Their designers submit scores of different models each season—beautifully made, hand-worked, specially designed models. Some are discarded because they cost too much to make up. Some because they don't happen to appeal to the manufacturer's fancy. Only a few are copied and made up in quantity. The rest are sold for what they will bring.

These are the "Original-Models" we offer you. These are the dresses that, in our daily rounds of the manufacturers as Resident Buyers for out-of-town stores, we pick up at such low prices that we can offer them to you at half, or less than half, what similar garments would cost you in any store.

There's only one or two of each, so no big store can take the time to bother with them. But by getting them from so many different manufacturers, we have a complete selection always on hand.

Come in and see them—if only to see what a range of lovely styles and materials they cover. Frequently they are made up in the larger sizes, so there is every chance that out of our 400 dresses you'll find just the style, just the material, and just the size you want.

Costs nothing to see them, anyway—and it's certainly worth while to SEE if you can save half and still get as lovely a dress as ever you've bought for double the price.

Sincerely,

DEAR MADAM:

Have you ever had some friend in the Dress business take you around to a manufacturer's, and let you pick the exact model you wanted at *the wholesale price*?

Remember what a bargain that was—how far below the regular Retail Store figures it was priced?

Well, that is the service we offer you on ALL your Dresses and Coats. We don't take you to one manufacturer. We do better. We bring the best from the stocks of a hundred manufacturers here, for you to choose from, *at wholesale prices*.

Now, here is the point. As Resident Buyers for a number of out-of-town Stores, we are making the rounds of the manufac-

turers every day. You know yourself what bargains you can pick up even in the Stores just by shopping around. Imagine, then, what we can do when we are daily shopping among the manufacturers themselves! Whenever they bring out some "Special," or whenever they have only a few of a style left, or whenever they finish copying their Designer's Model-Gowns, *we get them.*

At such a time the manufacturers, who cannot afford to bother with such small lots, are willing to let us have them at our own price. The result is that we can offer you many of the season's loveliest and most distinctive models, in all sizes, in the most fashionable colors and materials, *at actually less than their regular wholesale prices!*

Come and see for yourself. It costs nothing to be shown. **And** if you can save half on all your Dresses, you want to know it. Be sure to look here before you buy that next Dress.

Sincerely,

From the very first week those letters brought in a fair amount of business—some \$200 to \$300 worth each week. And the bargains were so real and so evident that many came back with friends.

Jones had figured that it would probably be a year before he could show any net profit, after allowing for the cost of getting started and for his own living expenses, but at the end of the first seven months not only had he earned enough to cover all those expenses, but his books showed a net profit of \$18 besides! Not much, of course, but from that time on it was one steady growth. By the end of the first year his sales had mounted, through consistent advertising, to the volume it had taken the original firm ten years to attain—\$1,000 a week!

There were special sales now and then, of course, and on these the list of customer names made the letters even more productive than the regular ones. Here are three of these "Specials" that produced unusually good results:

DEAR MADAM:

Here is our first **CLEARANCE SALE!**

200 chic, modish dresses, all of the latest winter models, at from **33 $\frac{1}{3}$ % to 50% less than wholesale prices!**

The Manufacturers are finishing up their Spring stocks now, and by the end of the month they will be turning over to us all their sample dresses, designer's model gowns, etc., in the latest Spring styles. Nobody will want to buy Winter dresses then, so we must clean out our entire stock of more than 200 Winter models before the Spring gowns start coming in.

That means that for this one month we are going to forget all about profits—sell everything at exact cost—and exact cost with us is little more than half wholesale prices!

For we never buy anything that is not a bargain, and in our daily rounds of the manufacturers as Resident Buyers for fifteen out-of-town department stores, we are able to pick up some wonderful bargains for ourselves.

Modish street dresses, chic afternoon frocks, beautiful evening gowns—they are all here, more than 200 of them, in all sizes, for you to choose from. And remember—they are specially designed models, most of them, distinctive not only in price, but in that far more elusive quality, *style*.

Come and look them over. It is an opportunity such as you will find in no store that we have ever seen. Better come quickly, though, while our stock is at its best. Every single dress in the lot is a remarkable bargain, but by coming now you can get that wide choice of styles and designs that every woman wants, and that will be impossible after the stock has been picked over.

DEAR MADAM:

"Name your own price," said the manufacturer.

And we did.

This manufacturer had thousands of dollars tied up in the **new** Fall and Winter models of Ladies' Dresses. A big manufacturer and a good one. Over-stocked with beautiful goods, in the styles and colorings sponsored at the recent Paris openings. Vast quantities of them—but money needed.

"The goods must be sold," he decided, "at once!"

We picked out 300 of his choicest models and named him a price on them. It was accepted without cavil or question. The result is that we can offer you some of the prettiest, some of the most exquisitely styled and fashioned dresses to be found along the Avenue at not merely less than retail, but actually at little more than *manufacturing* cost prices!

A windfall—not just for us—but for you. Understand, these are new Fall and Winter models—new fabrics, new linings, the latest versions of the strikingly new silhouettes—that were expected to appear in Department Stores throughout the coming season. No odd lots or cleanaways. New goods—the Paris-accepted modes—complete.

You can't tell the quality story from the printed page, of course. You CAN from the garments. From a glance at the seams—hand-stitched. From the soft, beautiful, rich fabrics, from their splendid style—and, we might add, from the maker's reputation.

Come and see for yourself. Costs nothing to be shown, you know, and any time you can pick up some of the season's loveliest models at wholesale prices, it's worth looking into, at least.

Better come soon—while the stock is at its best, while you can have a wide choice of models and designs.

Cordially yours,

DEAR MADAM:

Every season when the rush of order taking is over, the big dress manufacturers draw a deep, long breath and begin to straighten up their stocks preparatory to making up their samples for the next season.

And **they** always find dresses set to one side during the rush for one reason or another—reserved on some salesman's request for a particularly good customer and then cancelled; or marked "hold" and the reason forgotten; or often just pushed out of sight by accident.

These dresses are **generally** the very best of the stock, but they have to be disposed of **quickly** without regard for cost, to make room for the coming season's stock; for space is more valuable than clothing.

If there were more of them and if they ran a complete line of sizes, the big department stores would snatch them up like lightning. But each manufacturer has only a few—perhaps six or eight—perhaps a dozen. So the department stores can't bother with them.

As Resident Buyers for a dozen out-of-town department stores, we are constantly calling on scores of the manufacturers and by selecting the best of these dresses from each, we make up a complete stock that for distinctiveness of design, for fashionable colors and quality materials, can scarcely be equalled along the whole length of the Avenue.

And the prices—you know yourself what bargains you can pick up even in the regular stores by shopping around. Imagine, then, what prices we get on these "close out" lots from the manufacturers. A third off—even a half off the regular wholesale price is nothing out of the ordinary, so that we can pass these dresses on to you at half—or less than half—what you'd pay for the same models in any retail store.

And while the manufacturers sell them out because it's the end of the manufacturing season, the Wearing Season has only just begun!

The manufacturers are starting now to work on Summer Dresses and we are just getting the best of their Spring Models—colorful frocks of fascinating freshness, beautiful gowns of the finest fabrics, costumes for every mood and occasion that would cost you in any store from \$25 to \$75.

And we can give them *to* you for half, or less than half price—actually less than the wholesale price!

Whatever material you have set your heart on—crepe-de-chine, canton, jersey—you will find it here. Tan, navy, grey, green—whatever color you fancy—you will find it among these charming, captivating dresses in some distinctive model. They are a showing of all the authoritative new modes—they make your Spring shopping one delightful adventure.

Come and see for yourself. Never mind what we say—come and prove the truth of it with your own eyes. There is no obligation to buy. Just drop in and "shop around."

Costs nothing to be shown, you know, and if you can save half

on all your Spring wardrobe or get twice as many dresses for the money as you had expected, you want to know it. So LOOK in here any day before you buy that next dress.

Sincerely yours,

In the course of the next year Jones found it necessary to double the size of his office. A year later another office was added, followed soon after by a third.

Of a nature similar to the successful ones just cited are the following letters:

So Smart, So Stylish and Beautiful, Yet

These Lovely Furs Are Now an Actual Economy!

DEAR MADAM:

That new fur coat you have longed for, but economically decided not to buy—

That fur neckpiece that you resisted, because to get it then would have seemed extravagant—

Is now, you will be happy to learn, turned into a matter of plain, common-sense economy. For by acting now, you not only get your new furs at the low prices of months ago, before the recent spectacular rise, but you can "trade-in" your old furs at figures that will amaze you, because the "Used Fur" market is at the highest peak in years!

For years we have wanted to do something for our customers to show our appreciation of all they have done to make our company so successful. Now we have that opportunity.

Months ago, we stocked up on fine furs, laying in the biggest supply we had bought in the 48 years we have been in business, and when you remember that we are the largest furriers in the whole state of Maryland, that means something. We worked those furs into coats and wraps and neckpieces and the like during the "slow-season," saving more money in that way.

And then the fur market went up—way, way up. We could double our prices, and still give you good values, on the basis of today's fur market. But we'd rather use that big stock of ours to bind our old customers to us, and to win new ones.

So we are offering all that choice stock, all this beautiful selec-

tion of fine furs, at prices based on the low costs of months ago. Here are lovely Sealskins, beautiful wraps of Mink or Ermine, smart coats of Squirrel or Otter, cozy furs of Fox or Coonskin—all here, and all at savings of from \$50 to \$250 each.

And the best part of it is that while you get your new furs at such big savings, the allowance on your Used Furs will be figured at the peak prices of today's high-priced market.

For 48 years we have specialized in furs. And we are willing to stake the reputation for dependability won through all those years on the values we here offer you. We not only guarantee every fur unconditionally, but when you buy a fur in this sale, we give you, IN ADDITION, a "Refund Guarantee" stating definitely that if within **30** days you find that you can purchase similar furs anywhere else for less money, you have only to return ours to get back your money in full.

So, you see, you can't lose. And you can win a bargain such as we have not seen in years, and such as you are not likely to find again.

The enclosed folder suggests just a little of the exquisite beauty, the all-embracing scope of this great fur sale. But SEEING them on you is the only way to convince yourself of their smartness, their style and beauty, and their economy.

For a good fur coat is really an economy. It will last for years, and actually cost you less than the cloth coats you would buy in the same period of time.

Terms of payment can be arranged to suit you. But only an immediate visit to our show-rooms can satisfy you of the amazing values, for only that will enable you to see the stock at its best, before others have had a chance to pick it over and take out the loveliest pieces.

Come in and see them, whether you expect to buy now or not. But come soon, before the crowd, while everything is at its best.

Sincerely,

In Return for Your Opinion, I Want Your Permission to Send
You—With My Compliments——A Beautiful New Coolie
Coat!

DEAR MADAM:

You can laugh at money worries over the cost of new **dresses**—if you follow this plan.

For here is a wonderful way to cut your dress bill just about in half, putting an end for all time to money worries over clothes—and still get smarter dresses, of finer materials and more perfect fit than you have ever had before.

We offer you a new idea in **dressmaking—SEMI-FINISHED DRESSES!** Save half the cost by *finishing your dress yourself.*

Each dress comes in to you smartly cut and beautifully finished, except for the seams down each side. That is where most ready-made dresses need to be altered. You know yourself how often you have tried on a dress in a store, liked its style and material, but found it too tight across the hips or too loose at the waist.

With the new form-fitting styles, it is all-important that your dress should fit snugly about the hips. Now you can fit your dresses perfectly to your own figure, and save all the cost of finishing and altering. Now you can fit yourself more perfectly than in any ready-made dress, yet save just about half the cost.

You don't need any dress-making experience. If you can use a needle and thread—if you can pin the seams together in the way that shows your figure to best advantage, then sew them in place—you can finish your dress in a couple of hours, **and save about half the price.**

Will you try one of our smart, new Summer dresses, if we send it to you at our own risk and expense for a week's **FREE EXAMINATION AND TRIAL?** Will **you** see for yourself how easy it is to finish it, how perfectly it fits—and how much it saves you? And then write me?

To get your opinion, I am going to **GIVE** to those who send the enclosed coupon within one week, a beautiful new Coolie Coat made of heavy, lustrous Rayon. You will not find its equal in stores under \$2.00 or \$3.00. Yet it is yours, *with my compliments*, if you mail the enclosed coupon at once.

Sincerely,

Here's Proof That It Pays Financially
To Watch Your Choice of Neckties

DEAR SIR:

Have you noticed this about ties? You seldom see your own, yet it is almost the first thing anyone else notices about you. A soiled, frayed, or outworn tie is as out of place on a well-dressed man as would be a dirty collar or unshaved chin.

"Don't forget new ties," advised So and So in one of his famous editorials, "They are very important to your appearance." And Dr. Lindlahr writes, "A new tie will stimulate you and may set you on the way to the development of a new personality—and so to the attainment of new health and new success."

The enclosed card, if mailed at once, will bring you—FOR EXAMINATION—an assortment of twelve new and distinctive hand-tailored neckties such as you have not seen for many a day. For these twelve ties are not only the most attractive patterns out of hundreds, but they are so well made that they will come back fresh and unwrinkled after the hardest wear.

Will you look them over—if we send them to you at our own risk and expense FOR A WEEK'S FREE EXAMINATION? Will you pick the ones you like best at the special low price of only 85¢ apiece—and then return the others at our expense?

Just your name and address on the enclosed card are all that is necessary. Will you jot these down and mail it? NOW?

Sincerely,

What is there about some Work Suits that makes them
Look and Feel and Wear So Much Better Than Others?

DEAR SIR:

Most folks, when they think of Work Suits, think of overalls, or some old, worn-out suit of clothes. They think that to work in a shop or around a machine a man has to look like a common laborer. But that's because most folks have never seen a Daniel Boone Work Suit, made of fine Army cloth and tailored like a business suit.

I'm no slinger of big words. I'm just a business man. Some folks criticize my plain, homely language, but I've got a plain, straight proposition for you . . . , and here it is!

\$3.98—yes, \$3.98, man—for a made-to-fit, ready-to-wear, tailored-to-please-you Work Suit that I don't believe you can equal in a retail store *for 50% over that price.*

There you are. You see, I am connected with a manufacturer who makes Work Suits for many of the biggest stores in this country, stores so careful of what they sell that they give a money-back guarantee with every garment. He makes half a million Work Suits for them every year. Working in huge quantities that way, he can make them at so low a price that his stores can undersell any ordinary merchant. But he has to carry big stocks for them and at the end of every season, he always has some left-overs.

Usually he "jobs" these left-overs at a loss to some big wholesaler. This year he is letting me try to give the benefit of these bargains to the men who USE the Work Suits, to a few people like yourself who can appreciate a fine garment, even when they get it at a low price.

Now if you are one of those men that don't believe a clothing ad unless it is dressed up in frills or fine words, and hung with beads of highbrow language, you won't like this. But if you are just that far-sighted kind of fellow who can look plain facts in the eye, why . . . look this way.

If the Work Suit I send you, made of Sanforized Army cloth to U. S. Government specifications . . . finest quality, all combed, two-ply yarn, vat-dyed to assure fast color under all conditions, and so tough that it is tested to stand a strain of one hundred pounds . . . if, I say, that suit I send you at \$3.98 should show any sign of shrinking or puckering or losing its shape—

If the shirt does not fit you comfortably around the neck at the hundredth wearing as at the first . . . if the sleeves don't feel free under the armpits . . . if the buttons don't stay put and the pockets and seams stay sewed . . . if the trousers don't fit you as though they were tailored especially for you . . . if the shirt and trousers both don't look as though they were made for you by a Fifth Avenue tailor . . .

If when you put them on and look at yourself in them, feel

yourself in them, walk in them, talk in them, and meet your customers in them . . .

If then, Mr. Man, you can't smile when you think of the \$3.98 you paid for them . . . why then you can just bundle that suit up and send it straight back to me, and **I'll** count that **\$3.98** right back into your pocket.

There's my proposition, as clear as I can put it.

Will you take me up on it? Just let me *show* you. The few measurements on the enclosed form will do the trick.

Now please, don't hang back to "think this over." There's nothing to puzzle about, because you can fire the suit right back at any time within **30** days if it isn't everything you expect of it and more too. That's easy, isn't it?

"SEND NO MONEY!" **is** what **I** usually say next. **I'd** like you to see this Work Suit for yourself, try it on, **WEAR** it for a week, before you send me a penny. But at the price of **\$3.98**, I can't afford to add even the small cost of book-keeping and collection.

You still send **NO MONEY!** **But** I should like to have you pay the postman when he delivers the Work Suit to you. Your money will have a string to it. You get it right back if you send back the suit. So fill in and mail the enclosed form today. The envelope already is stamped. **I'll** be waiting.

Yours anyhow,

Are you one of Those Men Who is Hard to Fit

In A Shirt? Then Here's Good News for You!

DEAR MR. JONES:

Most any shirt will pass muster when you first put it on. The real test comes after a few launderings.

If you have trouble getting neckbands to fit as comfortably after laundering as before; if your shirts pull at the armpits; if they seem skimpy at the waist and tight across the shoulder; if the tails are always working up and the sleeves down; **then** we **have something that you need.**

You see, when we cut a Semi-custom Shirt for you, we don't take merely your collar size and sleeve length, and leave the rest to chance. No—we measure you all the way around. We give

you exact sleeve lengths, neither too short nor too long. We figure how much bulge you need across the shoulders to give you free swing, yet feel trim and comfortable, how much to allow around the waist to make it feel right sitting or standing, how long the tails should be to keep them from crawling up.

Down to even the smallest detail, like your own initials on the collar for laundry identification, our Semi-custom Shirts are made for longer and more satisfying wear. Not only that, but before a shirt is cut, and despite the fact that we buy only fine pre-shrunk materials, we boil the cloth, then put it into cold water and let it dry *wet*. This means the cloth is shrunk twice! No laundry can shrink it more.

Yet you pay no more for these Semi-custom Shirts, cut to your exact measure, than you would for an ordinary stock size store shirt. And you get infinitely more comfort than they will give. May I show you a few select pieces?

Nothing to sign. No cost . . . no obligation. Just mail the enclosed prepaid reply card. Your name's already on it.

Yours—for Summer Shirt Comfort,

What businesses can use the mails **profitably**? The foregoing samples of letters will give you one answer. We have seen so many others that it is hard to pick the best examples of those worthy of inclusion here.

Perhaps one of the best would be on a boy's suit; these are especially difficult to sell by mail because it is so hard to find a list of people in the right circumstances with boys of an age to buy your suits. We solved that by arranging with the publishers of a magazine that appealed to boys of ten to fourteen years to use their list, and we mailed the parents of these boys the following letters:

DEAR PARENT:

You know how an active boy can go through a pair of knickers. Seems no time before the seat is worn through, or one knee has a big, ragged gap in it. We used to think that nothing short of cast iron would keep a healthy youngster covered.

But over in England, the Admiralty was faced with this same

problem over sailors' trousers. Sliding down ropes and climbing around boats and getting soaked with salt water are even harder on cloth than the average boy, and keeping sailors in trousers was one of the Admiralty's big expenses until a few years ago. Now they have perfected a fine woolen weave so tough and sturdy that it outwears any ordinary cloth four and five times!

We heard about this new weave, and got some to try in our Boys' Suits. And found that it defies even a boy's ingenuity to wear through! Trees, briars, fences, boards—nothing seems able to break those long, strong strands of pure virgin wool. Yet this fine fabric is good-looking as only an English Worsted can be, with all the style and swank that none but the real, imported woolen can show. No imitation will tailor so superbly. None will hold its shape and keep its fine appearance in spite of hardest wear half so long.

I am going to send you, in the next few days, a complete new Spring Suit for that boy of yours, made of this fine imported English Worsted, so you can SEE FOR YOURSELF how good-looking and becoming it is, how perfectly it fits, how well it sets off the manly lines of his figure—and yet *how* it *will* wear! I am going to send this suit to you—with no obligation on your part—for you to examine and try on and actually SEE the difference between it and the suit your boy is now wearing.

There's just one thing—I can't send it until you tell me how *old* he is, and his height and weight. You can do that in a jiffy on the enclosed postcard.

When I send you the suit, there's absolutely no obligation on your part to pay for it. You can return it for ANY reason, or for no reason at all.

You see, this factory of ours specializes in Boys' Suits. Our company has been making boys' clothes for more than 100 years, so we know all the things a healthy boy can do to a suit—better even than you do.

We know how to sew seams and buttons so securely that even a boy can't rip them. We know how to tailor a suit so as to give his active arms and legs free play, and yet have a style

and a "set" that will make your youngster look his manly best. But until we found this imported English Worsted, we didn't know a cloth he couldn't wear through. Now we have found it. So, as an Introductory Special, we offer you this new Spring suit of imported English Worsted, pure wool and all wool. The color is a rich, dark blue. The style as up-to-the-minute as Fifth Avenue designers can make it. The tailoring true Smith & Smith, cut and sewed as only tailors who have been making Boys' Suits all their lives can do it. Coat, vest, and trousers, all three at the low "Direct-from-Factory-to-You" price of only \$13.85!

AND IN ADDITION, we will send you an extra pair of Knickers—FREE! Not that your boy will need them—he will never wear out the first pair—but so you can alternate when one is being cleaned.

This is a special Introductory Offer. It is made

only to a select list, and it is not transferable. We make it to a few families of influence, as an inducement to them to TRY this new, imported English Worsted, knowing that once its reputation spreads, we shall have no difficulty getting all the orders we can handle.

No Money—No Risk

Just mail the enclosed card—without money. By return Parcel Post, will come a suit of deep blue English Worsted, pure wool, in the exact size for your boy—at the Direct-from-Factory-to-



You price of only \$13.85. And with it—**FREE**—an extra pair of Knickers of the same fine fabric.

Try the Suit on your youngster. Compare it with any other he has—any you can find in stores. If for any reason you are then willing to part with it—**SEND IT BACK!** If you can equal it anywhere for less than **\$25.00—SEND IT BACK!**

But if you feel, as we do—and we have been making Boys' clothes for more than 100 years—that you are saving at least **\$10.00** on that suit, then send us only **\$13.85**, and **KEEP THE KNICKERS FREE!**

No money—just the Post Card. But remember, it's good only if mailed at once! We have enough imported English Worsted for only 450 Suits. It will be eight weeks before we can get another lot. You must mail the enclosed card **NOW**, or you will be too late.

Sincerely yours,

DEAR PARENT:

Will you give me a little "inside information" about that boy of yours—just his height and weight and how old he is?

I want to send him a new Spring Suit of imported English Worsted, to examine—**FREE OF CHARGE**. **But I** can't send one in his exact size without knowing his height and weight.

In the past fifty years, we have fitted more than 1,000,000 boys, in all parts of the world, with Smith & Smith Suits. Many of them have never worn any other make, for Smith & Smith Suits are the kind of well-made, perfectly-fitting clothes that every parent likes to see on his youngster.

You see, in our 106 years as tailors to boys, we have learned how to give a perfect "set" to a boy's coat while still leaving free play to arms and shoulders, how to fasten seams and buttons so even the most active boy can't tear them out, how to fashion a suit that not only wears well but **LOOKS** well on him up to the very last.

But Here, I Believe, Is the Greatest Improvement Ever Made in a Boy's Suit:

A new, imported English Worsted that **WON'T WEAR OUT!** Actually, we mean it—it won't **wear** out! Your boy will **outgrow** it before he can wear it out!

It is a cloth that was perfected for the British Admiralty. You know the hard usage a sailor's trousers are put to—sliding down ropes, scurrying around boats, scrubbing decks, and getting soaked with salt water. They never could find a cloth that would stand it until they made this. Now they can't wear it out!

Of a deep blue, soft and rich-looking, there is no way of duplicating the rare beauty, the durability and wearing-quality of this genuine imported English Worsted. No imitation can wear so superbly, can retain its style and shape after hard usage as can this English cloth.

Carefully cut, beautifully finished and tailored as only Smith & Smith know how to tailor boys' clothes, this suit gives the appearance of a custom-made, and a wear that has never been equalled.

Yet our "Direct-from-Factory-to-You" Introductory Price, good for just 10 days, is—NOT \$25.00, not even \$20.00—**BUT ONLY \$13.85!** We don't believe you could find its equal in tailoring and fine appearance alone within \$10.00 of that low figure.

How can **WE** do it? Solely by cutting out **every** unnecessary item of overhead and middle-men and selling expense—and selling direct from Factory to You. In style, in tailoring, in fine appearance, and most of all, in **WEAR**, this suit is worth \$25.00. That we are not charging you that figure is due only to the savings we effect by selling and shipping direct from the Factory, and letting no unnecessary item of expense come between us and you.

Won't you fill in your boy's height, weight, **and** age on the enclosed postcard and mail it at once? Then we can send him one of these fine, new, imported English Worsteds—in his exact size—by pre-paid Parcel Post for a week's **FREE EXAMINATION**.

You can see it then at your leisure, with no insistent clerks at your side. If it isn't the best-looking suit you have ever seen on your boy—send it back! If you can find its equal in style or cut or fine appearance at less than **\$10.00 more—SEND IT BACK!**

Doesn't that strike you as a fair offer? We believe it is so

unusually fair that all the suits we have cloth for will be snapped up within a week at this bargain price of only \$13.85. And it will be two months before we can get another lot from England.

Hadn't you better drop your card in the mail **RIGHT NOW**—while you can take advantage of this Special Offer?

Sincerely yours,

P. S. If your card is received within 10 days, we shall put in an extra pair of Knickers—**FREE!** Not that your boy will need them—he will never wear out the first pair—but so you can alternate while one is being cleaned.

Then there are foods. The number of foods that can be and have been sold by mail is legion, from fish to rattlesnakes, from fruit to nuts. Day-old eggs, olive oil, tree-ripened fruit—almost anything good in the food line can be sold by mail.

NEW LAID EGGS

Mailed To You The Day They Are Laid!

DEAR SIR:

Most eggs you buy as strictly fresh, even in the best food shops, make four stops on their way to you.

1—At the local dealers.

2—At the Commission House in the big markets.

3—At the Wholesalers.

4—At the store where you buy.

Each stop adds three or four days to the eggs' age. Yet, legally speaking, these are "Strictly Fresh" Eggs!

Compare them with new laid eggs, dated and mailed to you the day they are laid! Eggs pure white, large and clean, packed and shipped just as soon as they come out of the nests.

An egg may be legally "fresh," but only an egg straight from the nest will give you that delightful taste which makes day-old table eggs so enjoyable. I collect my eggs every day, date them, wrap them individually in tissue paper, then ship them the day they are laid, and you get them just one day old!

They cost you no more that way, because you save the profit and the expenses of four middlemen, and these are sufficient to cover the shipping expense. You get new laid eggs, pure white, large and really fresh, and you get them for only¢ a dozen, postpaid.

Will you risk \$..... to TRY them, and see for yourself what a difference there is in the taste? Will you fill out the order form on the other side?

Sincerely,

Now You Can Have Sun-Ripened

Oranges and Grapefruit Right **Off** the Trees!

DEAR FRIEND:

Here is a wonderful new way to bring the sunshine of Florida right into your own home.

You know, of course, that the real value of oranges and grapefruit lies in the vitamins and mineral salts which they contain. But do you know that these are the last elements to form in the fruit?

If you have ever picked a green orange, you will remember that the inside was dry and pulpy, with practically no juice. Yet the juice contains all the vitamins. The juices and the mineral salts are the last elements to form in the fruit, and **it** takes sunshine to bring them out.

When you pick fruit that is green, and **let** it ripen in cold storage, you are robbing that fruit of its most valuable elements—its mineral salts and its vitamins. That is why ripe fruit picked from the trees is so much more delicious and so much more healthful than green fruit ripened in storage or in coloring vats.

And now, you can have sun-ripened oranges and **grapefruit**, **plump** and juicy and heavy, right off the trees. Now you can taste the delicious flavor of this "bottled Florida sunshine" in fruit fresh-picked, and rushed to you by express. The enclosed card will **bring** you a half-box of tree-ripened oranges and grapefruit (or either one of them) **at** our own risk **and** expense FOR FREE TRIAL! **Etc.**

Sincerely,

DEAR FRIEND:

DO YOU REMEMBER—

Your boyhood days—and the delicious preserves and jellies Mother used to be making about this time of year? Remember, at preserving time, how there would always be a little left over—not enough jars, or else not enough preserves to quite fill the last one—so you'd get those left-overs at supper, fresh from the kitchen? And remember how good those new preserves and jellies always tasted, how full-flavored and ripe and juicy?

"Shucks, no such preserves or jellies nowadays," you say.

You're wrong.

For what was it made Mother's preserves so delicious? Wasn't it because she used only fully-ripened, mature fruit and berries, with pure cane sugar? Wasn't it because she cooked them carefully, so as to lose as little of the natural flavors as possible, then served them to you while they were fresh?

Those same choice fruits and berries, fresh from vine and orchard, go into the preserves and jellies you get from our Ivy-covered Kitchen. They are just as carefully selected, packed when the fruit is in its prime, fully-ripened, sound, and fragrant.

But modern science has given us helps that Mother never dreamed of. It has shown us how to hold all the rich, ripe flavor of the mature fruit, how to keep it from running to syrup, how to preserve its distinctive qualities in a way impossible in Mother's day.

You see, her whole purpose in cooking fruit to preserve it *was to drive the sugar into the fruit*. But cooking in an open kettle draws out the juice, so she had to keep on cooking until most of this evaporated and the syrup got thick. That made the fruit shrink and took away much of its flavor.

Modern science, on the other hand, has found a way to drive the sugar into the fruit with *cold* instead of heat, making so little cooking necessary that the fruit loses practically none of its juices, keeping both its size and its rich, natural flavor. That is why the expert buyer always looks first at the size of the fruit or berries, and then notes whether the jar is all fruit, or largely syrup.

And that is **why** the Preserves **from** our **Ivy-covered** Kitchen

are so full of fruit and berries, full size, rich and luscious, with barely enough syrup to keep them moist and fresh. That is why the jellies are clear as crystal and free from sediment. They are **COLD-PACKED** in juice cane sugar, then cooked very little just before being bottled and shipped to you, so **you** get them almost as fresh as from Mother's kitchen.

Will you **TRY** a jar of these freshly-made preserves and jellies from the Ivy-covered Kitchen—if I send a "Sampler" on **TRIAL**? Will you pick out the variety you like best, serve it to the family for breakfast, and then return the balance, express collect, if you don't think these the best preserves you have ever **tasted**—bar none?

There will be two full 16-ounce jars of each of our six different varieties of Preserves and two 8-ounce tumblers of each of our six kinds of Jelly—24 jars in all—a shelf-full of goodies that will delight you and your family for many a day to come.

"Enclosed find check for more of your most delicious preserves and jellies," wrote Dr. Alvin R. Eaton, Jr., of Elizabeth, N. J. "They are as good as you say, and could not be improved upon, in my opinion."

Yet their price is not 50¢ or \$1.00 a jar. Not even the 36\$ a jar we have had to charge in other years. **BUT LESS THAN 25¢** each—\$5.95 for the full case of 24, *delivered to you!*

Send no money. Just your name and address on the enclosed card will bring the "Sampler" case to you, prepaid, for a week's free examination and trial. Open up any jar you like. *Use it!* Let the whole family try it. **THEN DECIDE!** If they are not the best Preserves and Jelly you ever tasted—if for wholesomeness, for flavor, for mellow, delicious taste you have ever found their equal, send back the rest and owe us nothing.

On that basis, will you **TRY** these freshly-made Preserves and Jellies? On that distinct understanding, will you mail the enclosed card?

Sincerely,

XXIII

How to Reach the Leaders

YOU OFTEN HEAR IT SAID that the leaders of big business never read circulars — that they would be too busy to glance at them even if you could camouflage them sufficiently to get them past the private secretary's desk.

If that be true, pause for a moment to sympathize with the publishers of Business Week, when they undertook to launch a weekly intended only for high executives of big business concerns. For which is harder — to find a salesman who can penetrate those august sanctums, or to write a letter that will reach all the way to the top of a big business?

As if it had not already attempted the impossible, this magazine publisher undertook not only to reach the topmost figures in the world of business but to land nearly half of them. They guaranteed to have on their subscription lists most of the high executives of companies rated \$75,000 or better!

Quality circulation has been attempted oftentimes in the past, but never on such a scale as this. Heretofore, the only index of quality was the content of the paper and the cost of the subscription. Any one who had the price and cared to read it was welcomed as a subscriber. Here for the first time was a concern actually refusing orders — accompanied by cash — that did not measure up to the standard it had set!

Of all the publishing problems we have seen, that was **the**

most difficult—to get a majority of the leaders of big business as subscribers to a business paper. That it was done, and in so short a time, is a publishing achievement of the first water.

Do not imagine we are handing bouquets to ourselves. We did not come into the picture until the job was more than half done. But even our part was sufficiently interesting.

When we were given charge of the mail order requirements, the cream had already been skimmed off the list with two good mailings. Further tests had shown little or no life. So to get some line on the efficacy of different appeals, we were allowed at the start to test a few outside lists of high quality in order to see how results compared with similar tests mailed to what was left of the lists of names of top executives that the publisher had compiled at great expense.

These executives, remember, were the presidents, vice-presidents, secretaries, treasurers, general managers, and directors of companies rated at \$75,000 and better. All were people who are not supposed to read circulars. All were supposed to have private secretaries intelligent enough to keep such trivial matters as magazine solicitations away from their desks. So to give them some excuse for regarding our message as one of import, we filled in each man's name and sent the letters first class.

To get an idea of the most effective line of appeal, we tried six different letters, testing each on the list of business executives as well as on such lists as subscribers to financial "Services," buyers of business books that would interest only men high in business, and readers of magazines with a specialized business appeal.

All six of the letters did well and two pulled remarkably good returns. On the outside lists, one letter pulled more than 9 per cent of orders, another over 8 per cent, while 5 per cent and 6 per cent were little more than average.

Even on the list of executives, one pulled **3** per cent, a second close to it, while the third went over 2 per cent.

Here are three of the letters, together with the folder that went with each of them. The folder is a bit crude. We had no time to wait for regular art work since we were anxious to get our tests out by a certain date. So we took what we could get in a hurry.

DEAR SIR:

To cause one of your employees to lose his job is not my intention. But if any one of your employees has MY job—then it isn't his—every man has a place somewhere, and I want my own.

If you have assistants summarizing the news of business for you, who are NOT among the greatest experts in the basic lines of industry, then they have MY job, and their job is somewhere else.

If you have accountants figuring estimates and quotas, who are not authorities on economic trends, then they have MY job, and their work is something else again.

If you have secretaries to save your time, who cannot interpret the EFFECT of the day's news upon your business and investments, who cannot check the truth or falsity of each dispatch, then they have MY job, and their time would be better spent on other duties.

You see, I am the keystone of the arch of all this organization's publications, with thirty-four different staffs of editors working for me, each a recognized authority in some basic field of industry, with engineers and financial experts and economists of world renown laying their findings upon my desk.

I am THE BUSINESS WEEK.

I watch the world for you, and bring you accurate, authoritative reports on everything of note in the basic industries and the happenings of business. Is there a flurry on the Tokio exchange? I give you its probable effect upon the financial situation here. Is there a strike in **France**—a new cartel in Germany—a hurricane in Chile? I show you their extent, analyze their effect.

I have unparalleled connections in industry, commerce, construction, engineering, finance—the basic activities. I have my fingers on the pulse of every important line of business. I feel the first symptoms of fever, I detect the first signs of recovery. I am reporter, interpreter, and business analyst.

You are paying for my services whether you use them or not, but you are paying in lost time, in needless mistakes and worries. No busy man needs to spend hours on newspapers or business reviews if he reads my ticker-like summaries and analyses of the news. No executive needs to hesitate or worry about the effect of different events upon his business if he has before him the interpretations of my staffs of experts.

Will you TRY me for **a** while—with the privilege of firing me any time at your own pleasure? My salary? You'll smile when you hear it—10¢ a **week**, for as long or as short a time as you care to keep me on your payroll.

But—if you're like other big business leaders, you'll be paying me that salary for a long time to come, for you'll find me the most invaluable assistant you've ever had.

Will you let me show you what I've done for them—what I can do for YOU? Then put your name on the enclosed card. It's already stamped. Thank you!

Sincerely,

DEAR SIR:

What is the "Unpardonable Sin" in business? What one thing inevitably brings its own punishment? What most surely spells extinction?

COMPLACENCY—becoming so self-satisfied with methods or product or service that you stop trying to better them, stop reaching outside for new ideas!

The only sure thing in business today is CHANGE. Money, organization, a dominant position in the industry—these may vanish overnight. Some new invention, some drastic change in style or trends may leave high and dry those unwilling or unready to keep in step with the demands of the moment.

But to the man whose finger is on the pulse of conditions, such changes spell—NOT disaster, but opportunity. He has the advantage of days or weeks of preparation. He knows how similar

conditions have been met elsewhere, and he can draw upon the experience of dozens of authorities in arranging his own campaign.

It is for such alert, up-and-coming business men that The Business Week is written. It watches the whole world for you, and brings you accurate news of every important happening in the basic industries. Not merely news so fresh that it is frequently in advance of the newspaper dispatches, but what *that* news means to your business, as interpreted by a group of economists and editors second to none anywhere.

You see, The Business Week is the keystone of the whole arch of our 34 publications. 34 staffs of experts, watching hourly for significant developments in the basic fields of industry, reporting their findings to one master group who analyze them, correlate them, and then interpret them in terms of their effect upon YOUR business.

If your reading time is limited—if you have more publications now than you have time to get through—send for The Business Week. If you want only real news, authoritative news, each fact checked by experts, send for The Business Week. It summarizes the news for business. It gives you the things you must know, tersely, pointedly, authoritatively, then interprets the effect they will have upon all business.

A secretary who could do this for you would be worth any money you could pay him. We offer you 34 staffs of secretaries, each among the greatest authorities in their particular line, for 10¢ a week. Will you risk 10¢ to let them show you how much they can save you, how many different ways they can increase your dividends?

Just your name on the enclosed card will put them on your staff for as long or as short a time as you may wish. You can fire them any time. On that understanding, will you give them a chance to show you what they can do—NOW?

Sincerely,

DEAR SIR:

Have you tried the new "K. M. H." yardstick in your organization?

It is based, you know, on what an employee does in 1,000 working hours, and the results it has shown in some 14,000 plants have uncovered astounding inequalities of management.



The Pulse of Business

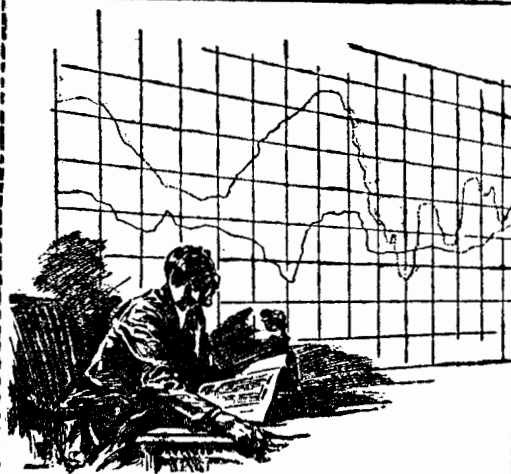
If you had in your office a group of trained economists who analyzed all the statistical figures compiled by the U. S. Government, the Federal Reserve Banks, the N. Y. Stock Exchange, the various Trade Associations and the daily papers—

If you had the greatest financial experts to study all the Business and Economic Services—

If you had trained staffs of specialists in every basic field of industry, searching out the news of importance—

If you had a corps of editors going over their findings, correlating them, analyzing them, and interpreting them in terms of their effect upon YOUR business—

Then you would have, at fabulous cost, what The Business Week now gives you for 10c a week!



What's Coming in Business?

Commodity prices have hit bottom, and should be on the up-grade, judging by the heavy buying in many key industries.

Heavy construction will be better than a year ago, on the basis of bonds issued. Bonds, you know, usually precede the steam shovels by about four months.

Retail selling is doing well. And installment sales, instead of a weakness, are proving one of the greatest factors of strength in the whole situation.

True, the Deflationists are in the saddle, but with basic conditions sound, business is bound to go ahead.

And, as always, success will be to the leaders, to the men with the foresight and the judgment to go ahead in spite of all the calamity-howlers. To such men. THE BUSINESS WEEK will be like chart and compass to the navigator.

THE BUSINESSWEEK

Companies in the same line of industry show an average variation of 13 to 1, while the best plants sometimes produce 20 times as much per worker as the least efficient organizations doing the same work!

Can you wonder that so many organizations are finding it hard sledding now? Can you see how some of them make a profit even in the best of times?

But the remarkable part is yet to come. In 35 out of 53 industries, the prize for highest rate of production went—NOT to any of the giants of that industry, with all their money and fine

equipment, not even to the medium-sized plants, BUT TO THE SMALLEST COMPANY IN EACH GROUP!

In only three industries did the largest company show the highest rate of output. In most of the others, the little fellows produced more goods per hour and at a lower cost than any of the great giants.

If business concerns were rated, not by their capital or promptness in paying bills, but by the "K. M. H." yardstick, how would yours stand? Could you get a G Aa rating? If you could, or if you are even interested in getting such a rating, then you are the type of Manager The Business Week is looking for.

For your reading time is limited. You already have more publications than you can get through. Yet you must keep up with what is new in business. And you must know how the news of the day is going to affect you and your interests. Only in The Business Week can you find the answer.

The Business Week is the keystone of the arch of all the 34 publications of this company. Every hour of every day, in each of the hundred and more basic industries represented by these 34 magazines, scores of experts are busy digging out the significant happenings and analyzing their effects. Every day the gist of their findings, together with the cabled news from all parts of the world, is scrutinized by the trained economists and editors of The Business Week, and the result summarized for American business.

The readers of The Business Week have no time for long articles, or interesting theories. They want the facts, summarized in the fewest words; they want them interpreted in terms of their own business—but *first they want them verified!* The organization that publishes The Business Week, with its 34 different magazines in the basic fields of industry, is in better position, we believe, to gather the facts and to verify them than any group in the world today.

It gives you, in the pages of The Business Week, the net result of all its vast activities. And it gives them to you—NOT the week after or the next month, but frequently *before they even appear in the newspaper dispatches!*

How much would such a "ticker" service be worth to you? Would you be willing to pay 10¢ a week for it, with the privilege of stopping it any time you saw fit? Then use the enclosed card to start it NOW! You'll never invest any money that will pay you bigger dividends.

Sincerely,

Nine per cent on one letter would be enough to make almost anyone we have known stretch a point to work that list into his schedule—but not these people. Nine per cent, or 6, they knew only one standard—the leaders of business America. When they analyzed the returns from our tests and found that no outside list could measure up to the standard they had set, they simply ruled them out and nothing we could say about costs or percentages seemed to make even a dent in their consciousness.

So we had to content ourselves with 2 and 3 per cent when all those high-powered lists were just begging to be used. But we did not give up hope of hitting some high percentages, even if we had to do it on the business executive list. One of the offers that had been used with reasonable success before we came was a special introductory offer of twelve weeks for \$1. We tried two or three of these, and in one of them we at least partly realized our ambition—we brought the number of orders up to 7 per cent.

Here is the letter that did it, followed by another that pulled very well, too.

DEAR SIR:

I am going to send you, within the next few days, a forecast of what's coming in business.

This forecast is unlike any you have seen before, because:

1. It is based not merely on Government statistics, Federal Reserve, Stock Exchange, and Trade Association figures, but on the findings of **34** groups of independent investigators, in closest touch with the basic industries.

2. Back of these investigators is an organization with un-

paralleled connections in business, constructions, finance, and the basic industries, and a reputation for careful investigations and accurate authoritative findings.

3. It dares to make definite predictions of what's coming in business, then shows you WHY it feels so safe in forecasting this. It is, perhaps, less a forecast than an explanation of the underlying trends and an interpretation of what they indicate.

I am going to send this forecast or interpretation to you—with no obligation on your part—for you to read and actually put to the test in your own business.

There's only one thing—I don't want to send it until I am sure you are interested in seeing it. I don't want to send it without your permission—but you can give that in a moment on the enclosed card.

When I send you this forecast, there's absolutely no obligation on your part to pay for it. You need not even return it. Just notify us in the stamped, addressed envelope which we will mail you, you want no more, and that ends the matter.

You see, this forecast and interpretation of business conditions is an essential part of The Business Week—the keystone of the publisher's whole organization, with its 34 publications serving the basic lines of industry.

With all the usual indicators and business "Services" at its command, and with, in addition, 34 staffs of specialists searching the basic fields of industry for every event of import, and interpreting those events in terms of their effect upon business, it would be strange if The Business Week could not give you something unusual in the way of an interpretation of trends and conditions, a forecast based upon them.

That interpretation and forecast is a part of every copy of The Business Week. It is being more widely quoted than anything of its kind in the country. As Paul Aldrich of The National Provisioner writes:

"The Business Week is not only the best of its kind, but **the** first. I could not do without it. The best thing that could happen to business would be for every man to read and take to heart the material in The Business Week."

Will you TRY it—at least long enough to read next week's fore-

cast and interpretation of conditions? Its price is 15¢ a copy, \$5.00 a year, but if you mail the enclosed card now, you can get the special trial rate of 12 weeks for \$1.

Not only that, but if the very first copy does not intrigue your interest, make you want to follow those forecasts through, check them against results in your own business, you can cancel your order right then, there, and owe us nothing.

On that basis, will you mail the enclosed card? On that understanding, will you risk a look at the next forecast?

Sincerely yours,

How's Business, Mr. Jones?

Heavy construction will equal last year's, judging by bonds issued. Bonds, you know, usually precede steam shovels by about four months.

Retail selling is holding up well, thanks to the reductions which are finally beginning to percolate through to the consumer. And installment sales are proving, instead of a weakness, one of the greatest factors of strength!

An interesting development is the sale of their own brand of tires at all their gas stations by the Standard Oil Co. of N. J. They have a great distribution machine, geared to reach the motorist at the time he needs it most. Why not use it to the full?

How far that will take them, no one can guess, but it seems to point in the same direction as Ford's experiment of a couple of years ago, when he opened his commissary to the public and undersold even the chain stores by 20% to 40%.

The drought in the West is the worst in years. Corn prices have responded to it, but wheat still sags. Why? You'd think the Farm Board would take advantage of such a situation to support the price of wheat, just as you'd expect the Federal Reserve to be putting more money into the market to stimulate flagging trade.

Those are the only two serious clouds on the horizon. They are the only two obstacles that stand in the way of a return to normal business by early Fall. They cannot permanently hold back the flooding tide, but they can retard it a lot.

Of course, that doesn't mean everything is rosy, or we can sit

back and take it easy. On the contrary, there has seldom been a period which called for greater foresight and managerial judgment. Have commodity prices hit bottom? How about labor—is it coming down? What are other countries doing—Germany, for instance?

What happened to her big idea of cutting wages and prices simultaneously, so her home workers would not suffer, but she could undersell everybody in world markets?

These are just a few of the questions every keen executive is asking. And these are the questions The Business Week answers for you—better, we believe, than all the "Services" and statistics and bulletins issued the country over.

You see, The Business Week is the keystone of this publisher's whole organization, with its 34 publications serving the basic lines of industry, its 34 staffs of specialists searching their fields for every happening of import, then interpreting those happenings in terms of their effect upon business. Commerce and Reserve statistics help, of course, as do the bulletins of the various Trade Organizations and Business Services, but they are mere side-lights compared to the first hand information constantly going across our desks from the direct contacts of our 34 staffs in the field.

What would their forecasts and interpretation of conditions be worth to you? Would you be willing to risk \$1 for them? **If** you would, then send the enclosed card, without money.

It will bring you for 12 weeks the interpreted news of The Business Week. It will give you—*not* statistics, *not* a lot of unrelated facts—but *what is really happening in business*, the events of import *and their effect upon you*.

Would you be willing to risk \$1 for that? Then mail the enclosed card NOW, while the tide is at the turn!

Sincerely,

In the early days of the magazine, quite a few of these introductory subscriptions had been taken and now they **were** beginning to expire. So it was necessary to write letters **that** would renew as many as possible of these. We tried **a** number and finally worked out a series of five that did **very**

well. The following two alone renewed 20 per cent of the subscriptions on which they were sent:

DEAR SIR:

Just a Few Weeks More, and Then—

Right in the middle of one of the most important crises in business history, just at the time when conditions are coming to a head for better or for worse—

Your Subscription Expires!

4,000 years ago, King Darius of Persia could get one ounce of gold for every twelve ounces of silver he held in such quantities in his treasury. On down through the centuries since, those proportions have held with reasonable steadiness. Bryan put up his famous fight to standardize silver at sixteen to one.

Today those proportions have changed so greatly that *one ounce of gold buys sixty ounces of silver!*

What does that do to countries like India which are on a silver basis? What does it do to the business here?

Last year this time most anyone could show a profit. People who knew nothing of general trends or conditions made money, because business conditions made it for them.

But this year, only those skilled in reading signs are showing a profit, and to these weather-wise souls, The Business Week is like manna to wanderers in a desert.

For The Business Week watches the world of business for you. It brings you accurate news of every important happening in the basic industries. And not merely news so fresh that it is frequently in advance of the newspaper dispatches, but *what that news means to your business*, as interpreted by a group of economists and editors whose authority is second to none anywhere.

You see, The Business Week is the keystone of the whole arch of this publisher's 34 publications. 34 staffs of experts, watching the significant developments in 34 basic fields of industry, reporting them daily, hourly, to a master group who analyze them, correlate them and then interpret them in terms of their effect upon YOUR business.

Not even Andrew Mellon, with all his vast interests, had such a service until our organization started it. Yet today you can

have that service for only 10¢ a week and one of the first subscribers for it was Andrew Mellon, Secretary of the Treasury of the United States.

When such men as he—men with whole corps of secretaries and assistants at their elbows—still find they can get their most thorough summaries, their most accurate interpretations of the business news, from *The Business Week*, I know you, too, will agree that it is as great a time-saver, as valuable a money-maker, for you as for them.

Worth risking 10¢ a week for, anyway, don't you think? And that's all you ever have to risk, for you can stop it any time, for any reason, and get the balance of your subscription back in full.

On that basis, will you mail the enclosed card? On that basis, will you join Andrew Mellon, and Owen Young and David Sarnoff and Louis Swift in keeping up to the minute on the news of business, and what that news means in terms of YOUR BUSINESS?

The enclosed card is your answer. Will you mail it *now*—TODAY?

Sincerely,

DEAR SUBSCRIBER:

Is your name and address, as given above, correct?

If so, won't you be good enough to return the enclosed card, properly checked, so that we may prove or correct our stencil?

Right now, with business at the turning point, it is more important that you keep your finger on the pulse of conditions than for years past.

Never before has business recovered from a major depression until both prices and wages had been drastically cut. Can it do it this time? Henry Ford believes it can without wages being cut, and he has backed that belief by actually *raising* wages in his plants.

As far as his own business is concerned, the result has proven him right, for he is getting out 9,200 cars a day now with 108,890 men, where a year ago it took 120,000 men to produce only 7,500 cars a day. What is more, he and Chevrolet are dividing 65% of the country's automobile business!

But how about other businesses? How about your own? Will you have to cut prices—and wages? And how much? Will the basic industries cut their figures enough to save your line of profit?

These are facts you must know, and nowhere can you get them so promptly, so authoritatively, as in *The Business Week*.

You see *The Business Week* has back of it the tremendous resources of the whole Blank Co. organization, with thirty-four publications serving the basic lines of industry. Not John D. Rockefeller himself, with all his millions, not the Secretary of the Treasury, with the resources of the U. S. behind him, has the means of analyzing basic conditions and interpreting the business news, that these great staffs of experts, engineers, economists, and financial specialists give to us.

As a matter of fact, the Secretary of the Treasury was one of the first subscribers to this new service. When such men, with all their corps of secretaries and assistants, look to *The Business Week* for their interpretation of the events of the day, it surely ought to be worth all of 10¢ a week to you too, don't you think?

Just your name on the enclosed card, with a check mark to show that we have your address correct, will keep that ticker-like service coming to you each week, bringing you the news in brief—and not merely the news, *but what it means to you!*

I know you don't want to miss even a single one of those meaty, thought-provoking paragraphs—now, of all times, when seemingly innocuous news dispatches often hide so much of potent meaning. Won't you, therefore, mail the enclosed card at once? Then I can get your stencil back in its place on the list without the loss of even a single issue.

Sincerely,

That pretty well took care of the number of subscriptions we were expected to write by mail on *The Business Week* magazine. Our next problem was to write a higher percentage of mail subscriptions for the *Journal of Modern Business Management*.

It was a simpler problem, for with it we were permitted to

use the better grade of outside lists, lists like buyers of business books, subscribers to financial "Services," buyers of courses in business management, and the like. With those lists to work upon, we tried the following letter:

DEAR SIR:

YOUR PERSONALITY AND BUSINESS TRAITS ANALYZED

Have you ever been officially rated for Personality and Business Traits?

—for your capacity to achieve, for your power-pressure or ambition, for your ability to direct your energies into the most productive channels?

Have you ever longed for a frank consultation with an expert Business Psychologist who could show you how to make the most of your abilities?

The Carnegie Foundation, after a thorough study, reported that even in such technical lines as engineering, medicine, and law, success is due only 15% to actual knowledge. 85% depends upon your *personality* and the way it expresses itself.

Have you ever been officially rated for *personality*?

Professor H. K. Nixon, Ph.D., head of a Department in one of the great Eastern Universities, author of numerous books and articles on the application of psychology to business, consultant for several large business organizations, has worked out a series of questions and tests that will astonish you by the hidden traits they bring out.

He calls it his "Capacity–Achievement Inventory." It reveals with uncanny cleverness your strong and weak points, helps you find the ways in which you are misdirecting your energies, **suggests** the salient points in your personality that lend themselves to greater development.

If you consulted Dr. Nixon privately, you would probably expect to pay from \$15 to \$25 for this information, and consider it cheap at the price. If you will mail the enclosed certificate at once, you can get this **personality** test and analysis *without charge!*

So important are the qualifications uncovered by this test that we have arranged with Dr. Nixon for a series of short **articles**

running through the next six issues of the Journal of Modern Business Management, each explaining a different aspect of mental equipment in its relation to business success, together with methods for gauging personal and business qualifications.

These articles and methods will show you simple ways to determine how well you rate with your associates, with your customers, with all whose opinions count in the making of your success. They will in turn increase your ability to rate and to understand others.

But the first step in getting an unbiased picture of your own qualifications and capacities is the "Capacity–Achievement Inventory," and this the enclosed Certificate will bring to you at once.

Every test will be individually rated by Dr. **Nixon** and his associates. You will receive a rating chart, showing your standing in each part of the test, together with suggestions as to the significance of the various scores, and how best to develop the traits they indicate.

"Men are made," declared Emerson, "each with some triumphant superiority." Men are made that way, but most never discover what their superiority is, so they go on being a square peg in a round hole to the end of their days.

The "Capacity–Achievement Inventory" will give you a measure of your present capacities and the extent to which you are using them, and it may uncover hidden powers in yourself that you never even suspected you had.

Send *now* the enclosed Certificate, with a dollar bill in payment for the next six copies of the Journal of Modern Business Management.

By return mail, the first copy will come to you, together with the "Capacity–Achievement Inventory." Fill it out frankly and honestly, with the full assurance that everything in it will be regarded as confidential by Dr. **Nixon** and his associates. They will study it, rate it, and report to you just as soon as they can possibly do so.

But remember this means *work* and a lot of it—for them. And there is a very distinct limit to the number they can handle.

So we must confine this offer strictly to those who mail the enclosed Certificate at once.

You see, we cannot limit the offer to any special subscribers. It is part of our service, and therefore open to all subscribers. Your advantage lies in the fact that this is an advance notice, and if acted on at once, insures you a prompt rating. Certificates which come late will be returned at once with the \$1's accompanying them.

That pulled remarkably well. It gave us 6 per cent from the business-book buyers, better than 5 per cent from the students of business management courses, and as high as 10 per cent from one list of men interested in psychology.

In the days before our publisher had taken it over, this magazine usually had been sold with a premium. Our company felt, however, that the best premium you can offer any subscriber is something in the magazine itself, so it suggested that we try featuring series of articles on different subjects that were to appear in forthcoming issues of the magazine to see if subscriptions could not be sold on the strength of them.

We tried this, selling some special content to appear in the magazine during the next six months or year, in much the same way we would have described what was in a premium book we were offering. We found we could get as good returns by putting our premium in the magazine as by offering it separately! We took half a dozen excerpts from the early chapters of this book, for instance, worked them into articles to run in the magazine, and then sold the series as part of the magazine with as great success as ever, in the old days, it had been possible to sell the magazine with a premium.

Next, we set about seeing whether we could not step up the percentage of subscribers who renewed their subscriptions at expiration. We found that by depending less upon notices that subscriptions were about to expire and more upon re-selling readers on what the coming issues would do for

them, we were able almost to double our percentage of renewals.

To do this, we used a series of six letters. Here are two typical ones:

DEAR SIR:

What size hat do you wear?

Is it one any other man in the organization could clap on his head and never notice the difference, or would it come down over the ears of most and leave them looking like would-be clowns?

In every successful organization there is at least one man whose place no one else can fill. He may be back of the selling policy. He may be the heart of the collection or merchandising end. But wherever he is, the success of the business turns on him.

Such a man usually has two things: 1st, IDEAS. 2nd, THE TACT AND FINESSE TO PUT THOSE IDEAS ACROSS

Lots of men have good ideas. The difference between the wide-awake, progressive thinker and one who is looked upon as an unsound radical, lies more often than not in the way each presents his plan. The one feeds it out only as fast as his associates can digest it; the other tries to ram it whole down his hearers' throats.

In the Journal of Modern Business Management you get only those sound ideas which have been proven good in other organizations. You get hints for adapting those ideas to your work, and you get the authoritative backing often needed to "sell" a new idea to your organization.

In short, you get the means of becoming the "Idea-Man" of your concern, the one about whom all the activities of the company revolve. To such a man, the question is not—"What size hat do I wear?" but—"How *big* a one *can I fill?*"

Whatever your answer to that question now, it will be a **lot** better answer a year from now if, meantime, you have added to your own original ideas the proven methods of other successful "Idea Men."

I know you won't want to miss a single one of those timely sug-

gestions now, of all times, when a new collection method, a new sales plan or money-saving idea, may make all the difference between red ink and black on your monthly Profit & Loss statement.

No need to write a line. Just your pencilled "O.K." on the enclosed card will continue your name for the next twelve issues. Will you jot that down—NOW—and drop the card in the mail? Then the days may come and the weeks may go, but you'll be sure of your grist of workable plans each month just as surely as the mailman comes 'round.

Send no money—just the card. But to keep your name in its proper place on the list, you will have to mail that card right away!

Sincerely,

DEAR SUBSCRIBER:

Would you risk \$1 for the most effective collection letter we have ever seen—a letter that brought in 85% of all past-due money when every other appeal had failed?

Would you chance \$1 to see a sales letter that pulled literally hundreds of thousands of dollars worth of direct orders?

Would you spend 16½¢ each to get the six essential steps which a Master Salesman found most important in selling, or the plans which have proven most successful in job analysis, measurement of work, group bonus, and "incentive" systems?

If you would, then send the enclosed card for the first six issues of the *new* Journal of Modern Business Management. For it has taken on new life, new pep, new interest.

You see, we are facing new conditions today. We've been in a rising market, where circumstances made money for many people who could never have made it for themselves. That's past. It's going to take real ability, a thorough grasp of modern management methods, to reach the top or stay there in the period now in front of us.

Such inequalities as one manager getting only a third as much from his labor-dollar as another will not be tolerated. The man who cannot produce will go—the manager, too!

The next few years will be hard on drones. They are going to be known as "the levelling years," for they will bring down

many a man who is now in high place, and put the real workers in power—and by workers we mean not those who merely go through the motions, but those who PRODUCE!

In such a period, every man must look to himself, and we have set the example. The new magazine is different. It is more practical. It is, in effect, a continuous course in modern business management. It gives to the forward-looking executive the plans, the methods, the letters, the incentive he needs to meet the new competition of today.

Will you risk \$1 to TRY it for six months? It doesn't matter if you have already taken it for the six years—YOU NEED TO READ THIS NEW MAGAZINE! You'll miss an essential factor in your success if you don't! Will you risk \$1 on that?

The enclosed card is your answer. Will you send it *now* — TODAY?

Sincerely,

But merely bringing in the orders is not enough. That is just the first part. The next part is getting paid for them. And it is just as important to write letters that will bring in the payments as it is to get the orders in the first place. So our next chapter will be devoted to collections.

XXIV

Collecting with a Smile

WHAT IS the hardest job a collection letter can have? When times are hard, collecting money people owe you may be difficult. Collecting after something has happened to anger your debtor may be worse. But compared to one kind of collecting, both of these are easy. That kind is collecting for goods people have not sent for—and for all you know, have no use for.

If a letter will bring back the money from such a debtor, where the creditor has no standing morally or legally, it must be a good one. If it will work in such cases, it ought to bring home the bacon no matter where it is used.

Do you remember the flood of unsolicited merchandise that filled the mails some years ago, until Chambers of Commerce and Better Business Bureaus began to advise people to throw the stuff away, and the post office threatened to refuse to handle it?

With such advice ringing in their ears, people could scarcely be considered in a favorable mood for good collections, yet it was at just this time that a company with which I was connected in a consulting capacity found itself with nearly 600,000 one-dollar accounts on its books, collections getting slower and slower, and no possible redress in sight.

The merchandise that had been sent was of three different kinds—a bottle of perfume, a set of initialed handkerchiefs,

and an initialed cosmetic set, each selling for \$1, and each sent to a likely list without order or other authorization.

It was poor business to send out merchandise that way—no doubt of that. Even the ones who first proposed it had become willing to admit their error. But this was not the point that was worrying them. The important matter on the boards at the moment was whether there was any way of getting the money back.

Threats, of course, were out of the question. There remained only persuasion, and even this had to be used with care, for the chances were that a great many of the recipients of that merchandise were feeling distinctly peeved at having things sent them they had never ordered, and would be a lot more so when they were asked to pay for them. They must be mollified first. And the best way to do it seemed to be with a smile. But even before that, we had to send some sort of a bill to establish in their minds the idea that they did owe something for the merchandise. So the first notice took the form of a letter and bill combined. It read:

One Full Ounce Bottle—

Delightfully Fragrant Narcisse Perfume—\$1

A person who is busy can be forgiven for forgetting a little bill like the above.

Our account will be off your mind, if you wrap a check or dollar bill in this letter and slip it in the enclosed envelope.

Why not use it *now*? It's already stamped!

Appreciatively yours,

That idea was given a couple of weeks to percolate, then "the voice with the smile" was used. Here was the most successful of this type of letter that was tried:

Have you heard this one of Bud Fisher's?

"For the love of Mike!" exclaimed Jeff, looking at a letter.

"Bad news in the letter, Jeff?" asks Mutt. "I'll say so. Terrible news. A fellow writes me that he wants my autograph." "I

call a request for an autograph a compliment." "Yes," wails Jeff, "but he wants my autograph on a check for the eight bucks I owe him!"

May we not, like Jeff's creditor, request your autograph on a check for \$1 (or just a plain dollar bill) covering the full ounce bottle of fine perfume we sent you a month ago? Thank you!

Gratefully,

That failing, it was necessary to become just a little more insistent, so the next two letters took on a slightly aggrieved tone.

? ? ? ? ? ? ? ?

That is the way we are beginning to feel about that bottle of fine perfume we sent you six weeks ago, with the privilege of keeping it or using the postage enclosed to mail it back to us. We've written you several letters—but not a line from you have we had.

If you have merely neglected to take care of our previous letters—won't you please pin your *check* or a *dollar bill* to this letter and send it in the enclosed envelope *now*?

Yours hopefully,

A feather is not very heavy, but have you ever carried a feather bed upstairs?

One small account does not burden any one, but hundreds of them often make a tremendous load.

Besides—

A small account may be easily spent in postage and letters before it is paid.

That isn't fair, and I know you don't want to appear unfair for the small amount you owe us for that full ounce bottle of exquisite perfume we sent you a couple of months ago, with postage enclosed for its return in case you didn't care for it.

R. S. V. P. \$1.

Expectantly yours,

Those letters brought home the bacon—or a sufficiently large part of it to keep the hair from going with the hide.

They brought back dollars from something like 60 per cent of the people to whom they were sent, and the merchandise itself from about 25 per cent more. Only about 15 per cent adopted the advice of local leaders to throw away or refuse payment on anything delivered without order.

Letters that will work on such difficult accounts must have back of them a fundamentally sound idea, and it seems to us that these four had. For what impels a debtor to pay you? Two things only—fear or persuasion. If you can stir up in him the fear that he will lose his credit, if you can hold over him the threat of a judgment and foreclosure or garnishee, you will get your money if it is possible for him to pay it. You will get your money, but you will lose his good will—and his trade when he is able to buy elsewhere.

How much better, then, to use the sort of persuasion that leaves a smile in its wake, that extracts the money, but instead of an aching void, leaves in its place the pleasant glow of a favor done for a friend.

But the fact that it is pleasantly expressed need not take the firmness out of your letter. On the contrary, it makes it the more necessary that you put it there plainly, unmistakably. If there is anything better calculated to lull a debtor into a sense of security than a "Trusting to hear from you" letter, I hope I never meet it. Just listen to this one:

DEAR MR. JONES:

You are undoubtedly aware of the balance due on your account. I believe you care little for dunning letters, and for me to personally write of the whole affair would consume considerable unnecessary time.

Extensive experience has led us to conclude that there is a positive danger in your failure to give regular attention to payments. When you fail to send them in promptly, it does not take long for back payments to accumulate to such an extent that it is a great inconvenience—and often an unanticipated impossibility—to pay at all.

Not having heard from you for quite some time, I ask you to please confer a personal favor by advising me when I can expect a remittance, or possibly make known the circumstances that have prevented payment.

Thanking you in advance for this personal courtesy, I am—

No, we did not make that one up. It was actually a typical one of a series we were called upon to revise for a company that you would expect to have had better sense than ever to mail such a screed as that. If you received it, would you not feel that although they might want their money, they would be too diffident ever to do anything about it, and that you could safely put off payment until it suited your convenience? Compare that one with this courteous, but forceful, definite request for payment:

DEAR MR. JONES:

Some people, the minute a delay or dispute arises in the payment of a bill of theirs, want to rush to the law about it. They think the only reason a person can have for not paying a bill when it is due must be dishonesty.

But we know better.

We have dealt with too many people not to know that only a very, very small percentage are deliberately dishonest.

But many perfectly honest people get classed with the "dead beats" simply because they are careless. They fully intend to pay—do pay eventually—but because the amount involved is small, they put it off.

Now we know that you fully intend to pay the \$10 overdue on your account—we know that eventually we shall get the money—but that difference between "eventually" and "now" is what marks the line between the "gilt-edged" customer and the "poor pay."

You want to be in the "gilt-edged" class, even if you never buy another book from us or another dollar's worth of goods on credit. It's such a pleasant feeling to know that you are a "preferred risk"—that any merchant will be glad to extend credit privileges to you if you want them.

Get back into that class by pinning your check or money order to this letter now, and dropping it in the mail.

Sincerely,

The greatest danger of collection letters is that after the first one, people recognize them for what they are from a glance at the corner card of the envelope, and throw them away unread. So it is well to vary the appearance of your collection appeal in every way possible. *The Business Week*, for instance, used a miniature letter, envelope, and hill that attracted attention by their very novelty, then followed these with letters in the ordinary form. Here they are:

DEAR MR. JONES :

The attached bill is so small, that we don't want to take up much space in bringing it to the attention of a man in your position.

We know that a reminder is all that is necessary.

Won't you pencil your "O.K." on it and drop in the "Out-going" basket—NOW?

Thank you!

Gratefully,

THE BUSINESS WEEK



SUBSCRIPTION INVOICE

John Jones
121 J St.,
Washington, D. C.

For 52 Issues to THE BUSINESS WEEK \$-00

Kindly return this }
invoice with your }
remittance or refer }
to No. 121 }
..... }

With a man like you, it is not a problem of how to pay, but when—because you're so busy.

But that very busy-ness makes The Business Week the more invaluable to you, because it not only condenses into a few, meaty paragraphs, everything of import that happens in business, but it INTERPRETS those happenings for you in terms of their effect upon your business.

The Business Week is as necessary to the important executive as his bank statement and his sales charts. And your check (because it's one of thousands) is as necessary to the service The Business Week is rendering you.

Won't you, therefore, get that check definitely off your mind by pencilling you "O.K." on the enclosed bill **now** and dropping it in your "Out-going" basket?

Thank you!

Appreciatively,

The famous string letters written by Louis Victor Eytinge owed their success in large part to the clever idea around which they were written—the idea of tying a string around your finger so you would not forget to send remittance, *and then tying letter and bill with the piece of string you were to use!*

Here are five letters of his that worked wonders:

DEAR SIR:

Do you remember how, when you were young and your good folks sent you down town after something, they were very likely to tie a string about your thumb to make certain you would not forget?

Those were the happy days, weren't they?

But—there's no reason why the days of NOW should not be **as** happy, and it is just as certain that some of us are liable to forget the little things of today.

Because of that, I am sending you this little reminder—**NOT TO FORGET TO PAY** the little item listed below.

I hope you enjoy the smile in my letter, and that I may have the pleasure of hearing from you promptly.

Cordially yours,

—Tie the string—and you won't forget!

DEAR MR. BLANK:

Willie's mother had just given her little boy a lecture and told him that his every act was known to God—that God's eye followed him wherever he went.

Willie went down the street ashamed of himself, and his faithful Fido followed close behind. In a few minutes, Willie turned into a lane, saw the dog and then delivered himself of— "Aw, go on home and quit follerin' me around. Ain't it enough to have God wid me all the time without you taggin' on behind?"

Now, we do not wish to be tagging on behind. We do not want to annoy or bother you one bit—but—we do want to remind you that we have sent you, already, one copy of the enclosed statement and we would be pleased to have prompt settlement.

Will you oblige us?

Earnestly yours,

Yes, that's a piece of the same string we sent you with the other letter. It will prevent your forgetting this time. **USE IT!**

DEAR SIR:

Do you remember the story of **Midas**, the great king of ancient days? You know he was said to have the magic touch—that everything he touched turned to gold.

Now, if we had the touch of **Midas**, we'd not be writing this letter. We would not be insisting on payment of the amount you are owing us, \$.....

A contract is a contract and should be lived up to. **If** we give our word to the bank to pay, we have to be right there with the money at the proper time—or if we are not, the bank uses the law on us. All the business of the world would go to smash if we couldn't depend on the sacredness of a commercial agreement. And in order that we may make our payments, as **WE** agree, we expect you to pay **us** the money due us. That's fair, is it not?

Frankly, if someone owed you the money due us from you, for as long a time, and you needed it just as we do—wouldn't you go after it with all the power you could use? To be sure you would. Then please treat us as fairly as you would expect to be treated. Just give us the square deal.

We will expect your prompt remittance of \$.....

Earnestly yours,

DEAR MR. BLANK:

The other day, down in the Justice's Court, there came up the settlement of a collection case. One man originally owed but \$28.00, but by the time the matter had been put into the hands of lawyers—by the time the papers had been served and the case heard—by the time that attachments had been issued against the man's property—it cost him \$85.00!

Haven't we been fair with you? We have written you several times frankly, fairly, squarely and friendly, for we DO want to be friends. But, if you will not take steps to even up that little matter of \$....., WE WILL HAVE TO PROTECT OURSELVES BY GOING TO LAW.

Frankly, what IS the matter? Why not come in and talk things over with us, face to face? We are not unreasonable—we will be as fair to you as you are to us. If all cannot be paid at one time, tell us the exact conditions and we'll be as considerate as possible under the circumstances.

But—in order to prevent legal proceedings, we will have to have some evidence that you actually intend to do what is right by us. We expect to hear from you promptly.

Sincerely yours,

DEAR SIR:

We have no answer to our letters—

And have registered this to make certain of personal delivery, so that in the event of suit being filed against you, the defense cannot be that you have not had sufficient notice.

You surely do not recognize the position in which you place yourself by your continued neglect to pay the sum of \$..... long due us. You are surely aware that the grocers, dry goods dealers and all other merchants are organized for credit ob-


servance and the debtor who does not pay his just debts is blacklisted by merchants, doctors and other professional people—the very ones upon whom you may have to depend at critical times. You surely do not care to destroy your reputation for honesty. Then take care of this matter at once, for if it be unsettled by the end of next week, our lawyers will act.

You know well enough that when a judgment is entered against a debtor, he is assessed all the costs and that these are often greater than the original debt—that all service, subpoenas, court costs, attachments, judgments, executions and lawyer fees—all these are charged against you and your property when it is sold to justify claims. You will have to act *quick* to save all this. We are willing to do anything in our power to adjust this on a friendly basis, and your best course is to come into the office at once and see us. If for any reason this is impossible, then write right away, telling us what you'll do.

It is UP TO YOU to act NOW—ten days' time only can be given—after that the LAW and its expense. Why not act now?

Insistently yours,

Another good one is the "pin letter." It is an adaptation of the string idea and works just about as well. Here it is:

ROBERT COLLIER, Inc.	
599 FIFTH AVENUE. AT FORTY-EIGHTH STREET NEW . YORK . CITY	
Dear Customer:	
Hen'. a pin	Looks a good deal like any other pin, doesn't it?
But this isn't an ordinary or garden variety of pin. It is really and truly a Magic Pin.	
It will relieve you of a lot of bother and us of a lot of worry. It will set you square with us, and help us spread the good word to others who need it. So be careful and don't lose it.	
But be sure to use it—(we've sent you several reminders)—for it is the pin you will want to use to attach your check or money order to this letter in payment of your account.	
Thank you!	Yours expectantly,
	<i>Robert Collier</i>
P. S. Please hum. We want to use this Magic Pin on another account.	
	Please return this Letter with your Remittance
	

Then there is the letter in a blue envelope, printed on a blue letterhead, which tells the reader how blue you feel because you have not received his expected check. This idea can be carried to extremes, as in the "gravestone letter," which carries a black border on envelope and letter, and is "Sacred to the memory of John Jones (or whatever the reader's name may be) whose account died after a lingering illness, etc." Down in the corner of the card, in small type, is a line to the effect that if there is any mistake, and Jones still lives, they will be glad to receive evidence of that fact in the form of a remittance.

Of course, stunts like that can easily be carried too far. But the idea back of them is sound—that the difficult part, and the important part, is to get your debtor's attention, and anything that will attract his attention long enough to get you a hearing will add greatly to your collections.

When you are selling something that requires further work on the buyer's part, it is frequently necessary to re-sell him on the desirability of your product before you can collect. This is especially true of courses of instruction, sets of books, and the like. When collecting such accounts, an occasional inspirational letter of the right type is worth its weight in gold—and usually brings it back in the form of remittances!

Then there are always premiums for prompt payment, and cash-ups on installment accounts. A good cash-up will frequently bring in as high as 30 to 40 per cent of payments in full on accounts that without it would be slow in paying even the monthly installments. Here are a few that have been very successful for us:

DEAR CUSTOMER:

Will you accept a 3-volume set of Updegraff's "Library of Self-Starters" in return for a favor I want you to do? The favor is a simple one, easy to render. Here is the way of it:

You owe us a small balance on your subscription to Mind, Inc.

You can settle that balance in convenient monthly payments,
BUT—

If you will mail us that balance in full NOW, we will give you—**FREE and POSTPAID**—a 3-volume set of Updegraff's "Library of Self-Starters."

These volumes sell regularly for \$2.25 plus postage, and thousands upon thousands of them have been sold at this figure. They include such old stand-bys as the famous "Obvious Adams," "The Sixth Prune" and "The Subconscious Mind in Business." They are beautifully printed on heavy book paper, and bound in thick board covers.

The only reason we can make this offer is that we are very near the end of the big edition, and have only two or three hundred sets now left. When they are gone, our rights to the books *go* with them, so no more will be printed. We are therefore giving away these last couple of hundred sets.

The books are really good, however, and the few who get them will be drawing prizes worth while. To be one of them, you'll have to mail your remittance right *away*.

Sincerely,

DEAR SUBSCRIBER :

A GIFT FOR YOU!

If you are prompt!

We have left from the last big edition a few hundred copies of the famous "Business Correspondence Handbook," edited by Prof. James A. Picken, Lecturer in Advertising at the School of Commerce of Northwestern University, and consultant in many a big business campaign.

This "Business Correspondence Handbook" is in three handy volumes, bound in heavy paper imitation leather. It is the same in every respect as the thousands of sets which sold for \$5.00. But we have only a few hundred left—not even enough to print new advertising matter describing it. So we are going to give those few to the first of our subscribers who are prompt. Here is our offer:

Send us **NOW** the full amount of the enclosed statement, rather than wait to pay it by the month. If you mail that

balance right away, we will send you—FREE and POSTPAID—the three volumes of the "Business Correspondence Handbook."

If the books are all gone when your remittance comes, we will return that remittance intact and let you take care of the payments as originally intended—by the months.

But don't delay! Don't take any chances on such an offer as this! Attach your check NOW to the enclosed statement and mail it in the stamped, addressed envelope. You'll never have another such chance!

Sincerely,

Of course, the most successful collection series is the one that combines all these features to the greatest possible extent, alternating one form with another. When you threaten, for instance, you frighten a certain number of your debtors into paying, but the chances are you simply anger the others. If your next letter contains a stronger threat, or even the action implied in your previous one, its principal effect is going to be to make the recipients angrier than they were before.

It is like stroking a cat's fur. You can make the sparks fly by stroking it the wrong way. But then you must smooth it down again before you can make the sparks fly some more! The same with your debtors. Ruffle them up with a threatening letter. You will land a certain number of payments. Smooth them over with a cash-up or inspirational letter or a stunt like the pin or string letter. You land a lot more payments. Stir them up again with a stronger threat, and keep alternating one with another and you will get every cent it is possible to collect from them.

In collection letters, as in everything else, it is well to remember that you can catch more flies with honey than with vinegar. And another thing—the threat of action is even more effective than the action itself—provided your debtor believes your threat is not mere bluff.

The law is a last resort, and unless a large amount of money is involved, it is seldom a profitable resort. A letter from a lawyer, on the other hand, is one of the most effective collectors of delinquent accounts that there is. But it seldom pays to go beyond the letter.

Close collections, as a rule, are good collections. If you follow up a man the moment his accounts start to lag, if you camp on his trail and keep reminding him courteously, *but firmly*, of that overdue balance, the chances are that as soon as he is able to pay you will get it.

XXV

Life Begins At ???

THERE IS AN OLD SAYING to the effect that a man is a fool or his own physician at forty. Whether true or not, it is a fact that more and more men and women past forty seem to be ready to listen to anyone who can describe their aches and pains and offer some cure for them.

That is why the easiest products to sell by mail are those having to do with health. If we were to try to sell you honey, for instance, merely on its food value, it might leave you entirely cold. But if we were to write you that we had just read a newspaper article saying that some European scientists had found honey to be a sure relief for stomach ulcers, it might make all the difference in its appeal to you.

Life may begin at forty for some, but for a great many people it means a time of slowing down, of the beginning of little aches and pains that they cannot account for, so they are more than ready to listen to anyone who seems to have the answer.

The first prescription is usually mild exercise, and here the various methods of keeping fit have a strong appeal. Below are a few such:

GOOD MORNING:

With your permission, I am going to send you a complimentary Guest Card, which will entitle you to all the privileges of the Blank Gymnasium for one day—swimming pool, hot

room, showers, hand-ball, gymnasium, and a rub down at the end such as you have not enjoyed in years.

Your name on the enclosed card will bring this Guest Card to you, without cost and without obligation.

If you have begun to notice a little physical "drag" when you get on the job in the morning—if it takes you longer to shake off that lethargic feeling and step into it like you did of yore—it is a sign of staleness. And staleness is the first stage of physical let-down.

Athletes know what to do about that. Do you? NOT harder work—but a different kind. NOT gruelling exercise—but a few exercises of the right type, and then a rub down that relaxes and refreshes every muscle of your body.

Nature's supreme gift is the power to relax. A luxurious half hour of ease at mid-day, under the skilful hands of a masseur who knows how to find and iron out every kink in your system, is worth all the drugs in the pharmacopoeia. You'll *go* back to your desk so refreshed and rejuvenated that you'll do twice the work you could before.

Try it—at our risk, our expense! Just your name on the enclosed card will bring you a complimentary Guest Card good for everything. Will you mail it now—TODAY?

Sincerely,

DEAR MR. JONES:

When important executives "feel rotten," you can't afford in these days of stepped-up production to have them lay off.

They've got to be able to stand long hours, heavy mental strain, and a nerve exhaustion that would put them in their beds at ordinary times. And they CAN stand up under such continued strain, and still do dependable work. . . .

IF; . . .

. . . if for fifteen minutes each day they get the thorough relaxation that only EFFORTLESS EXERCISE will give them. It's as easy as this . . . turn on a switch, relax, and then LET this machine loosen up and exercise every tired muscle, each strained nerve.

May I tell you what doctors and nerve specialists say about

EFFORTLESS EXERCISE . . . how it revitalizes tired nerves, puts new pep into overworked bodies?

May I show you the facts? It won't take three minutes. Just have your secretary phone me when you can spare three minutes for this vitally important subject, and I'll guarantee to show you how to keep your key executives up to par, no matter how long or how hard they must work.

Sincerely,

Here is a Method That is Helping Thousands
To Improve and Renew Their vital Zone of Youth.

DEAR READER:

The Life Line, physicians now tell us, is the Waist Line. This vital region is your real Zone of Youth. Keep your waist strong and healthy, and it will keep you.

According to the Public Health Service in Washington, figures show a direct link between overweight and disease. "Overweight people have the worst of it in an analysis of the death rate from fifteen causes."

Nature never intended us to spend our lives sitting at desks all day, or riding in cars whenever we have a few blocks to go. So our bodies rebel. Our circulation slows down. Our digestive system fails to function properly. We take on those extra sluggish pounds around the Life Line that make us look and feel out of condition.

For men and women who are confronted with this problem and want to do something about it, a new method of reducing and keeping fit has been found. It is called
PASSIVE EXERCISE.

Passive Exercise enables you to reduce and keep in condition without effort on your part. You turn on a switch . . . relax . . . and the Blank Machine does the work.

May we tell you about it? The enclosed card will bring you a free booklet that pictures this amazing machine, and shows you how it works. No obligation, of course. Just your name and address are all that is necessary. That and prompt mailing. Life can begin again at 40. All you need is to work on your Life Line.

Yours for the Zone of Youth,

Once you have taken to daily or frequent workouts in a gymnasium, you run into some of the drawbacks, of which one of the most disagreeable is Athlete's Foot.

A Tiny Treatment
Of Tremendous Importance!

DEAR FRIEND:

In order that you may realize at the outset the peculiar importance of this letter, let me inform you, before taking up the details, that we have obtained possession of a formula for the treatment of Ring Worm, Athlete's Foot, and the like which in ninety-nine cases out of every hundred so far treated has relieved all itching within three days.

This solution is no advertised "cure-all." It will not relieve sprains and bruises, or straighten fallen arches. It was worked out for the one specific purpose of destroying the vegetable parasite which causes itching between the toes and fingers, which roots under the skin of the feet, and which is responsible for nine-tenths of all itching, sweating, and scaly feet.

You see, "Ring Worm" is in reality no worm at all. It is a tiny vegetable growth that thrives around shower baths and swimming pools, where it sticks to the feet and then takes root in the moist, tender skin between the toes, from which it spreads to other parts of the feet.

Hot water, soaps, and germicides have no effect upon it, because its roots are down under the skin where these remedies cannot reach. No ordinary treatment can kill these roots, because to make it strong enough to do so would burn the skin.

But now a remedy has been discovered which gets under the outer layer of skin and kills the Ring Worm roots, no matter how firmly imbedded they may be—yet cannot harm the true skin beneath.

This solution was worked out by one of the greatest skin specialists in the country, and has now been used successfully by him and other specialists for several years. If you went to one of them, you would pay \$10 to \$25 for the prescription—but by using the Coupon on the last page of this letter, you get that same prescription, made up ready for your use, for only \$1.

Not only that, but you get what no specialist would give you—a guarantee of relief or your money back. Either your itching feet are entirely relieved in three days, or your dollar comes back to you.

Will you risk \$1 for relief from itching and sweaty feet on that guarantee? Will you deposit \$1 with the Postman when he delivers the solution to you, on our promise to you (backed by Uncle Sam's guarantee that promises made by mail must be lived up to) that you get your \$1 back at once if for any reason you are not more than satisfied with the results?

"It's the most successful and satisfactory prescription I have ever found," writes Dr. So and So of Des Moines, Iowa. The Track Athletes of Blank University wrote even stronger endorsements of it, and Specialists from all over the country confirm those results.

You need send no money—take no risk. Just your name and address on the Coupon on the next page will bring you this famous Specialist's solution for trial. When the Postman delivers it, deposit your \$1 with him. After three days' use, all trace of itching must be completely gone---or your \$1 comes back to you in full.

Fair enough? Then put your name on the Coupon and mail it NOW! The attached envelope needs no stamp.

Sincerely,

The health angle is one of the strongest you can use in selling by mail. But also it is one of the most dangerous. The Post Office Department, the Food and Drug Administration, and the Federal Trade Commission, to mention only three, scan all health claims with a jaundiced eye, and woe betide the man who cannot make them good. Therefore, when using any health appeal, be moderate in your claims. Be twice as moderate as you would be with any other appeal. Always leave yourself an "out." We have known a number of mail advertisers who were very thankful they did. Here are some letters that were used successfully:

DEAR READER:

In ages gone by, when Athens was Queen of the world and the center of art and science, Hippocrates, the "Father of Medicine" (the only practitioner who ever reached the ripe old age of one hundred and nine years) intuitively prescribed the free use of Olive Oil not only as an essential food but as a most effective prophylactic agent and sovereign remedy for the many ills of the digestive tract.

Centuries later, Cornaro, the illustrious Venetian Doge, author of the classic work "Della Vita Sobria," whose doom at the age of forty-five had been foretold by his physicians, not only recovered his health and virility but lived to see a full century of active life with the help of but two remedies: Sobriety and Olive Oil.

Thus it is seen that intuition had taught the Ancients what, in this country, the bio-chemist and microscope have revealed.

We know now why Olive Oil, when absolutely pure and in its natural state, is an ideal food and sovereign remedy. Its rich content of Vitamins, especially of Vitamin B, that true elixir of life, is one of the reasons why specialists and dieticians praise its healing virtues.

Unfortunately, absolutely pure natural Olive Oil, the first pressing of sun-ripened, sound olives, un-processed, un-bleached, and un-blended, strictly complying with what is known as "Virgin" Olive Oil as defined by the U. S. Bureau of Agriculture, has become a rare article indeed.

Our Olive Oil not only complies with these requirements but is the only Olive Oil guaranteed to be extracted exclusively from choice olives grown on the sun-bathed foothills of the Alpes-Maritimes, in southern France, a district world-famous for the lightness and delicate flavor of its Olive Oil.

May we suggest that by placing Olive Oil upon your table, and advocating its regular daily usage, you will be adopting a most pleasant and effective means of protecting your health **and** that of your family? Ask your doctor, he knows.

Yours respectfully,

DEAR MR. BAKER:

Over in Mesopotamia, during the War, a detachment of English soldiers and their East Indian allies were cut off and took refuge in a little mud-walled town.

There they were besieged for months. Water was plentiful, luckily, but all their supplies were used within a week, excepting flour. They had plenty of flour to last during the whole siege—white flour for the English troops, whole wheat flour for the natives.

And then a remarkable thing happened: By twos and threes at first, and then by scores, the English soldiers showed symptoms of polyneuritis. First they were no longer able to walk. Then their respiration was affected. Finally, general paralysis set in.

The Indian troops, on the other hand, remained in perfect health. The Medical Officers could not understand it—until finally it dawned on someone that the lack of Vitamins B and E in the white flour might be responsible. They changed the white troops to whole wheat flour—and the disease disappeared.

You see, wheat in its original state contains all 16 of the chemical elements that go to make up a perfect human body, and which must be replaced daily if we are to maintain that chemical balance called "Health." In the outer layers of the wheat grain are the essential mineral salts containing Vitamin B, so necessary to healthy nerves. In its germ or nucleus is that valuable substance frequently referred to in the Scriptures as the "Oil of the Wheat," the richest source of Vitamin E which doctors regard as the strongest factor in the prevention of sterility and age.

But to make flour white, it is necessary to mill off the outer layers of the wheat containing the essential mineral salts with their Vitamin B, and to discard the wheat germ or nucleus with its invaluable Vitamin E, so that nothing but the starchy, acid-forming elements are left.

Twenty-five years ago, Blank Millers started to make a genuine 100% whole wheat flour that retained every vital element of the grain. We used only sound, fully matured Spring wheat, feeling that, while so perfect a flour would cost more to make,

its marvelous health-giving properties would speedily find a place for it on every family's table.

That our idea was right was quickly proved by one big user in the East. Starting very cautiously with a single barrel, they worked up in a few months to a hundred barrels a month, and in eleven years they were using 8,000 barrels of our "All of the Wheat" flour every month.

Then the lure of price proved too much for them. They found another miller who offered them just as good a flour, made from a cheaper grade of wheat. In six months their business fell to 2,500 barrels a month.

So you see, people can be sold a good whole wheat flour. And once they have learned how good our "All of the Wheat" flour tastes, nothing less will satisfy them again.

If you want regular customers, satisfied customers, customers who will go out of their way to come to you and recommend you to their friends try our "Whole of the Wheat Flour." Even on its first cost, it is cheaper, for while the price is higher per barrel, every barrel gives you **320** full-weight, one-pound loaves—from 15 to 20 more than any other flour.

But you can TRY it without regard to price, for we will send you a trial barrel at our own risk.

Just mail the enclosed card, without money. It will bring to you, prepaid, a barrel of our "All of the Wheat" flour. Use as much of it as you like. If it does not bake better, taste better, sell better than any flour you have ever used, send back what is left of the barrel at our expense, and owe us nothing.

The price? Well, AFTER you have tried that barrel, after you have tasted the bread and seen how it sells, then if you want more, send us only \$..... for that barrel. We'll even have a better price than that for you on bigger quantities.

Fair enough? Then put your name on the enclosed card and drop it in the mail. Remember, this card is merely an opportunity for our "All of the Wheat" flour to sell itself to you. It obligates us only—NOT YOU. On that basis, will you TRY IT? On that understanding, will you mail the card . . . NOW?

Sincerely,

An easy way to retain your health and strength seems to be through proper breathing, so another advertiser tells you of the benefits to be derived from his method:

"One Single Generation of Correct Breathers,"

John X. Loughran Quotes a High Authority as Saying,

"Would Regenerate the Human Race."

DEAR CUSTOMER:

The next time you "feel rotten," try breathing like Captain **Godfrey** Rodriguer did. He had been discharged by the Dutch Army as incurably tubercular; he was continually suffering from coughs and colds and sinus trouble. And then he learned **how to EXHALE!**

Today, though 64 years old, Captain Rodriguer is one of the wonders of the world for vigor and vitality. He walks about in the coldest weather without an overcoat, without undershirt or vest, yet he has not had a cold in years. He defies anyone to give him the "flu" or any throat ailment. He has a chest measurement of 46", a waist of only 34", and his chest expansion is 9".

And the method of EXHALATION that has worked such wonders for him seems to be just as effective for others. "This method of breathing has done wonders for me," wrote B. N. of Lake Odessa, Mich. "I'm a new person, gaining every day. I can't put into words the gratitude I feel for **Rodriguer's** instruction. My head was so full of poisons from a well-nigh fatal pneumonia illness, I couldn't walk across the room (from dizziness) without the support of a cane. Now I can do almost any kind of work a normal condition allows."

Why should a simple method of breathing work such wonders? Perhaps John X. Loughran has the answer. "Most suggestions about breathing," he writes, "stress the angle of inhalation, neglecting the matter of full and complete EXPIRATION of the residual air in the lungs. Practiced for a few minutes daily, the routine of full EXHALATION very rapidly re-chemicalizes the blood, increasing its ability to carry oxygen. Daily attention to this simple breathing suggestion will cut respiratory troubles at least in half." Etc.

The French have a saying that the secret of a long life lies in getting an incurable malady and then nursing it. Here in America, that malady seems to be constipation. More people seem to be buying remedies for it than for any other ailment. So the following appeal hit home:

You Can Laugh At the Evils of Constipation
— *If You Follow This Plan!*

DEAR CUSTOMER :

With this letter I am sending you a copy of Dr. Frank Crane's famous editorial on the first requisite of holiness.

It will set you thinking. It is short, but there is a great deal in it. The basic essentials to health and well-being of mind and body and all of life are dealt with in its few lines.

For do you know what is responsible for much of the mental and moral disaster of today? Do you know what is the curse of modern civilization? Uncleanliness of the bowels . . . stasis . . . CONSTIPATION.

"X-Ray examination shows that persons whose bowels move once a day," says Dr. John Harvey Kellogg, founder of the famous Battle Creek Sanitarium, "are constantly carrying in their colons the putrefying residue of five or ten meals, or even a larger number."

And Sir Arbuthnot Lane, personal physician to King George of England, declared: "A large percentage of cancer is due to stasis of the colon. Many a person who does not regard himself as at all constipated has stasis, which is a retention of waste in the colon long after evacuation."

For thousands of years, since man first abandoned the crude, rough diets of fruits and herbs and grains, in favor of meats and cakes and the like, a cure for constipation has been sought. But it was never found, because no one really understood the workings of the colon, or what it needed for proper functioning. Now; etc.

The Secret of Youth has been sought since time began. Alchemists, poets like Goethe, adventurers like Ponce de Leon, have all tried for it and all failed. Yet hope springs eternal,

so men and women are still attracted by anything that offers to bring back their lost youth.

Has the Secret of a New Youthfulness
Been Discovered At Last?

DEAR READER:

"I have found a remedy for old age," announced Dr. Serge Voronoff at the 28th French Surgical Congress in Paris.

He pointed out that in creating the first forms of animal life, Nature gave them the elements of immortality. They can be killed by violence, they can be starved or poisoned, but under normal conditions they live forever. They know no aging process, no natural death.

And Dr. Alexis Carrel of the Rockefeller Foundation proved the correctness of this theory by taking the heart of an embryo chick and keeping it alive and growing for more than 30 years.

Why do men and women grow old? According to Dr. Voronoff, it is because of the drying up of the glands, especially the tiny interstitial gland that activates the sex hormones. His remedy is to transplant youthful glands from monkeys into human beings. By doing that, he has restored a large measure of youthfulness to thousands of men and women.

The trouble with his method is that it involves an operation, it is expensive, and unless expertly done, it is dangerous. Of late years, medical men have discovered what appears to be as effective a method through the injection of hormones, but this, too, has its drawbacks. It is expensive and it must be expertly done to be safe or effective.

Now, however, comes Brown Landone, after fifty years of research and experiment, to tell us that the normal way, the safe way, and the inexpensive way to get these hormones is from the foods we eat.

Hormones, he says, are INNER foods, and Inner foods are many, many times as powerful as the regular foods you eat. They are catalysts, and they act to break up some substances, build up others. One catalytic unit, for instance, can break down 4,000,000 units of starch, can build up 2,800,000 units of other

elements. The catalysts are the energy or Worker units that transform substances in your body.

If you have been worrying about the combinations of foods you have been eating, Brown Landone's advice is—Forget them! Because without catalysts, any combination of foods may cause you trouble, whereas with the proper catalytic foods, he believes that all combinations are easily digested.

The one important thing to remember about foods, says Landone, is that there are Material foods and Worker foods. It is the worker or Catalytic foods that multiply energy a hundred times. It is the worker or catalytic foods which can awaken new life in your glands, and a feeling of new youthfulness in your body.

So let's forget food fads. Let's forget special diets and combinations. Many of them are good to counteract some temporary condition, but for normal purposes, Landone bids you eat what you like in reason—so long as you include enough Worker foods to take care of them. One ounce of them, he says, has more energy power than 800 lbs. of meat. One ounce could break up the elements in all the food you could eat for a month. If you want abounding energy, if you are seeking a new youthfulness and vitality, look for the foods that contain the aminos and enzymes of which Hormones are built. Your glands will use them—if you just give them the chance. Etc.

The health angle can be used to sell many products, of which tobacco is one. A tremendous business has been done on de-nicotined tobacco, because of the claim that it is not so hard on the heart.

NOW—Smoke as Much As You Like—

Without Fear of Any Kind of Evil After-Effects.

DEAR SIR:

Within the next few days, I want to send you, with my compliments, a genuine imported Windsor Pipe, made of hand-carved Briar.

You will like the Windsor Pipe. Its special valve stem and smoke-refining tube give you the coolest, cleanest smoke you have ever had. It keeps pipe-juice from entering the mouth,

and it is just about as easy to clean as a cigar-holder. Bought in any store, this same pipe would cost you \$3.00.

I am going to send this genuine, imported Windsor Pipe to you, without charge of any kind, just to get the chance to Prove to your satisfaction that nicotine has nothing to do with the enjoyment of a cool, satisfying smoke—that you get the same taste, the same flavor, the same aroma from good tobacco from which the nicotine has been removed as from the same tobacco with all the poison in it.

You see, nicotine is both colorless and tasteless. It is really a by-product of tobacco, not an essential. The essential factors are the vegetable oils. It is they that give flavor to it, they that make the taste and supply the aroma. Take them out, and the smoke will be flat and tasteless, no matter how much nicotine is in it. But leave in these vegetable oils, and you can remove every vestige of nicotine without ever noticing it.

Nicotine is a poison. Except prussic acid, it is the strongest vegetable poison known to man. Two drops of it, taken at one time, will kill any man. And two drops of it, absorbed into his system through thousands of smokes, make many a man wish they would kill him, for they leave his nerves shot to pieces, his digestion upset, his kidneys unsettled, and his heart depressed.

All physicians agree that nicotine is bad for anyone. All are agreed that if you take out the nicotine, you can smoke all the tobacco you like and never have any ill effects.

"You have solved one of the great problems of the age," wrote Dr. John Jones, of Detroit, Michigan. "I have tried de-nicotined tobacco on my friends, and they cannot tell the difference. So why take all that poison into your system?"

The trouble in the past has been that the original methods of extracting nicotine from the tobacco leaf took out a goodly part of the vegetable oils with it, leaving the tobacco flat and tasteless. But now a new process has been found that gets more than 90% of the nicotine, yet leaves the vegetable oils untouched. This process has been brought to perfection in Blank De-Nicotined Smoking Tobacco.

Blank De-Nicotined Smoking Tobacco is a perfect blend of the

finest imported and domestic tobacco. It is mild, of course, because it is only nicotine that makes tobacco strong. And it has all the flavor, all the aroma, of the finest tobaccos grown. Will you try it—if we send you a one-pound tin for a week's FREE TRIAL? Will you smoke a dozen pipe-fulls—then if anything can induce you to part with the balance, send it back and owe us nothing? Otherwise mail us only \$3 in full payment.

And in return for your courtesy, will you accept a genuine, imported Sasieni Windsor Pipe with our compliments?

Send no money. Obligate yourself in no way. The enclosed card brings both pipe and tobacco to you, subject to a week's Free Trial. But, it brings the FREE Sasieni Windsor Pipe only while this special Introductory Offer lasts. And that is for exactly ten days. To get one, your card will have to be mailed right away.

Sincerely,

Akin to the health appeal is that used by many insurance companies, especially those selling sickness and accident policies. Here is one that is widely used:

If You Were Laid Up With Sickness or Accident—
Friends Might Send Flowers, *But WHO WOULD
SEND YOU CHECKS?*

DEAR READER:

Would you risk \$1 to get \$25.00 a week—\$100.00 a month—in case of sickness or accident? Would you gamble \$1 a month for protection against loss of pay and to cover medical expenses?

Every day there are 4,080 people disabled by sickness or accident. If your turn should come, if you should fall sick or be injured, your friends would undoubtedly sympathize with your family, they would probably send you flowers or gifts, but is there one of them who would send you a weekly pay check? Is there any of them who would pay your doctor's bills or the hospital expenses?

\$1 a month will bring you a Health and Accident Insurance Policy that will pay you \$25.00 a week for sickness or accident; the same \$1 a month will bring you or your dependents \$5,000

for death or for accidental injury covered by the policy provisions.

NO MEDICAL EXAMINATION IS REQUIRED. Anyone, man or woman, between the ages of 16 and 75 can apply. All you need to do is fill out the Application on the inside of the yellow folder enclosed, attach \$1 to cover the first month's insurance, and mail.

You run no risk, for if you are not more than satisfied with all the provisions of the policy, if you don't feel that it gives you greater protection than you can get in any other way at so small a cost, all you have to do is to return the Policy within seven days after you receive it, and we will send you back your \$1 at once.

So you take no risk. Your \$1 has a string to it. It's not ours until you have had your Policy for a week—read all its provisions—and ARE SATISFIED! YOU get it right back if you send back the Policy.

Even if you keep it, there's still no obligation to carry it any longer than you want to. You can drop it at any time, without notice. \$1 insures you for one month from the time your Policy is delivered to you. Then each succeeding \$1 you send insures you for another month.

Would you risk \$1 to be sure of a weekly check of \$25.00—in case of sudden accident or sickness? For 31 years, the Blank Life & Casualty Company has unfailingly made prompt claim payments. The Blank has the highest rating given to Insurance companies by Dun and Bradstreet's Insurance Reports. It has won a reputation through the years for being reliable, honest, and stable.

Would you risk \$1 to have the resources of the Blank behind you, as provided in this liberal Policy, if ever you should fall sick or be hurt in an accident? If you would, then fill out the Application in the enclosed folder, wrap a \$1 bill or check in it, and mail it back in the prepaid envelope attached. It may prove to be the luckiest dollar you have ever invested.

Sincerely,

Perhaps even more appealing to women than the health angle is beauty. Convince a woman that you can make her more beautiful and she will spend her bottom dollar for your treatment.

Now Science Explains What Causes Face Wrinkles.

Even Older Women Can Have Soft, Lovely, Velvety Skin!

DEAR MADAM:

"How can I make Myself More Beautiful?"

How often have you asked yourself that question? And what has been the answer? Hasn't it been, "By finding some way to restore the softness and youthful loveliness of my skin"?

No matter how fine your features, you cannot have real beauty without a fresh, healthy skin. And now, at last, science gives you the secret. Like all great discoveries, it is simple. It can be given you in seven words. RESTORE TO YOUR SKIN ITS NATURAL OILS—and its youthful freshness and beauty will promptly return.

Does that sound too simple? Well, just ask yourself—what is it that makes the skin of the face and neck dry and wrinkled? Not age—look at the skin on other parts of your body. It is youthful and fresh as when you were a babe. Yet it is as old in years as the skin of your face. What then makes the difference?

STARVATION—that is what does it! Between wind and sun and flying particles of dust and the lye and soda of strong soaps, the natural oils of your face and neck have not a chance. They have dried out until the cells of your skin are starved. Pores are clogged so they no longer function. Your skin is **OLD**—dried out before its time—like the arteries of some old man.

Science has shown, you know, that age is not a matter of years. Biologically, there is no reason why one must grow old. Men age and dry up because they do not throw off the waste products fast enough. Arteries become clogged. Poisons and waste harden inside them, stopping up the pores, making it impossible to get the necessary nourishment through to the cells. Result? A gradual starving and drying up of the cells.

Well, that is just what has been happening to the skin of your face. The cells have been **drying** up for lack of proper nourishment. The pores through which they breathe have become clogged. Naturally your cheeks will sag under those conditions. Naturally the skin will develop scores of tiny lines and wrinkles.

The remedy? There are only two:

Help the pores throw off the dust and dried skin that is **clogging** them, and thus enable the nourishment to get to your skin cells from within. Replenish the natural oils of the skin from the outside, through the use of a youth-ifying creme made up only of vital, active oils, with no waxes, mineral oils, or grease as a base.

Simple things, both of them . . . opening the pores so your starved skin cells can breathe again and draw upon the blood stream for nourishment, and renewing the flow of natural oils by replenishing them from without. Yet that is where "Vita-Creme" can be a real Fountain of Youth for you.

You see, "Vita-Creme" is a soft, golden white, penetrating creme composed exclusively of vital, active oils. Its function is to stimulate the skin by replacing natural deficiencies. Compounded of ingredients approved by skin specialists and by physicians, it contains a special vital oil that penetrates to the sub-epidermal layers of the skin, nourishes them, and enables them to rebuild the soft, glowing skin of youth.

Vita-Creme depends for its results—not upon magic or harsh astringents or the like—but upon Nature herself. Since the first dawn of created life, Nature has nourished every form of cell life by absorption. It surrounds them with the elements they need for life and growth, and lets the cells absorb them.

That is exactly what happens when you rub "Vita-Creme" into your skin. You are surrounding every tiny cell with the **life-giving** elements from vital, active oils—not choking them with waxes, greases, and other inert elements. There is nothing about Vita-Creme to stick in the pores, to clog them, as do **so** many ordinary cremes. That is why it so truly rejuvenates the skin. That is why the results are apparent so quickly.

Vita-Creme actually feeds those hungry skin cells, helps them

fill out, grow young and firm again. As you massage it into your starved skin, you can almost feel the years roll back. Certainly you will notice the difference from day to day in your mirror, as it magically irons out those tiny, tell-tale lines and wrinkles.

Would you risk \$1 for such an Elixir of Youth? Would you pay that much for the chance to TRY one of the few preparations known to cosmetologists that really penetrate the true skin and nourish it in a natural way?

Mind you, the \$1 you send will not be ours until you have used the special trial jar of Vita-Creme for **30** days and are satisfied that it will do everything we claim for it. You can have the \$1 back at any time within the 30 days, merely by returning the empty jar.

On that distinct understanding, would you risk \$1 for the Secret of a Youthful Skin? If you would, then use the enclosed coupon. It will bring you—if mailed at once—our regular \$1.50 jar of Vita-Creme for a month's trial, at the special introductory price of \$1. It will bring you this **3** oz. jar, postpaid, with full directions as to how to care for the face without drying its natural oils, how to nourish the skin, how to regain beauty that need never fade.

But it will bring you a jar of Vita-Creme at the special Introductory price of \$1 only if you mail the coupon at once. This is a Trial Offer, good for ten days only. Is a soft, alluring, rejuvenated skin worth \$1 to you? Then send the enclosed coupon now. You may never have another chance.

Sincerely,

Then here is one that should appeal to both men and women, because it gives everyone a seemingly logical excuse for those days when they don't feel like doing anything but loafing.

Will You Give Me A Little Information About Yourself
— *Just the Date of Your Birth?*

DEAR READER:

You know how often you have had "off days," when nothing seemed to go right, when people rubbed you the wrong way,

and everything you tried to do was a flop. And you probably remember other days when you felt as though you could accomplish miracles, when work and play and everything else you did was "at the top of your form."

Well, those "off days" were not due to something you ate. They were off in a very real sense, for they were days when your Life Rhythm was at its lowest ebb. They come in definite cycles, as inevitable as the female "period," as regular as the tides. They come to men and women alike, and their times can be figured, their effects measured.

With your permission, I am going to send you, in the next few days, a report that will show you on which days in the next month you should be at your physical and mental best, as well as those times that Dr. Fliess, the celebrated European Biologist and Physician, calls your "critical days."

You have doubtless read about the Life-Rhythm theory that has swept England and the continent, and has recently been introduced into this country. It is based on the well-known oscillation principle that is seen throughout all of nature, from the ebb and flow of the tides to the alternating current of electricity, from the cycles of the seasons to the rhythm of the pulse, the respiration of the lungs, the fluctuations of body warmth, the monthly growth and death of the ovum.

In Europe, experiments along these lines have been going on since 1906, and a number of books have been written on the subject by prominent physicians and scientists. At the University of Vienna, it is one of the lecture subjects.

Many surgeons over there will no longer operate on a patient's "critical days," because of the amazing number of deaths that have occurred at such times. The results of school examinations, games of skill, athletic contests, and the like have been found to vary according to the cycles of the individuals involved. Many automobile and aeroplane accidents have been traced to the low vitality of the drivers or pilots and their more sluggish reflexes on their "critical days."

Statistics show that few auto accidents are due to mechanical defects—most are caused by the human factor. Planes can be set to carry along on an even keel, radio beams guide them

through storm and fog, they have gauges to show the pilot everything he needs for safe flying—but accidents happen because the pilots themselves are still human.

They may fly for millions of miles—and suddenly crack up. Why? An examination of the records shows that many—if not all—of these accidents have been due to what has heretofore been the unknown factor . . . the state of the pilot's physical, nervous, and mental cycles.

Most aeroplane crashes happen when the pilot is at or near his critical day physically, and in the minus cycle of his nervous and mental energy. Automobile accidents usually develop the fact that one of the drivers was in his minus cycle in at least two of his three cycles of energy.

Skiing accidents are particularly frequent on "critical days" because of the need of muscular co-ordination and nerve control. Racing drivers oftentimes come to grief when at the bottom of their cycles, and acrobats have to be particularly watchful on their "critical days."

You see, there are three definite cycles of energy—your physical vitality, your nervous energy, and your mental energy. These cycles vary in length, so that there are times when all coincide, times when one is far stronger than the others, times when all three are at their lowest ebb. It is these last times you need to watch. It is then that your reflexes are slower. It is then that your resistance is low.

Away back in 1780, Goethe wrote, "I must make a closer observation of the cycle of good and bad days revolving within me. I must find out the duration and regularity of this movement around myself." And 2,000 years before Goethe, the celebrated Greek physician Hippocrates noticed the same phenomenon, and taught his disciples to take advantage of the good and bad days in treating the sick.

There is a tide in the affairs of men which, taken at the flood, leads on to fortune. There are similar tides in the affairs of each of us, flood tides of increased energy, ebb tides when the energy has almost vanished.

Golfers have been found to play beyond their form in their plus cycles. children have made brilliant records in their high men-

tality periods. The Dutch swimming champion beat the record when his race fell on a day when he was at the top of his form in all three cycles. Auto racer Bulla made the best performance of his career under similar circumstances. In an international rifle meet a few years ago, the new champion won on the day when he was at the maximum plus factors in all three cycles.

If you were sailing a ship, you wouldn't beat up against the tide unnecessarily. You'd wait until it was with you, helping you along on your way. You can do the same with your own tides of physical, nervous, and mental energy.

Will you let us send you a chart of the rise and fall of your energy cycles for the next **30** days? Will you let us show you which days you should be at your best, which are your "critical days" ?

Just your name and address on the enclosed form with the time, date, and place of your birth are all that is necessary.

We are making a nominal charge of \$1 for this service, but your \$1 will have a string to it. If you don't feel that the chart is worth that to you, you have only to say so to get your \$1 back at once and in full.

On that understanding, will you fill out the enclosed form and return **it** in the addressed envelope enclosed? It's already stamped.

Sincerely,

These health letters are interesting because they have so wide an appeal; every class of people responds to them. **But** since no one method or product is going to keep anyone **in** perfect health, they are likely to raise hopes **that** are unjustified. Then, too, they may cause the reader to neglect troubles for which he should be having treatments. Therefore, **the** government bureaus are probably correct in stopping **these** letters whenever they can find any excuse for doing so.

XXVI

Showmanship

SOME TIME AGO, according to an article in a trade magazine, a senior student at the Massachusetts Institute of Technology, like many another near-graduate, began to think about getting a job.

Having failed to get results by customary methods, this ingenious young man used one of modern marketing's most effective sales aids. He wrote a note, made 81 copies, slipped each copy into a bottle, *mailed the bottles* to 81 advertising agencies.

His note read: "Stranded! On an island in Cambridge, Mass., a college graduate-to-be in June. Will work like hell for passage into port. Gold stored here with me (training in arts, sciences, business . . .). You're going ahead and I'm going your way. Have you room in the hold for a man who can prove he's worth his salt?" Soon replies were received. Said one: "Altering course to pick you up." When our senior graduated later that year, he had a good job with an advertising agency.

Another ingenious young fellow had his sales message printed on books of matches, and every place he visited he left one or more of those books. It did not take him long to land a job. Showmanship always does get a hearing. The most successful bit of showmanship that we have ever seen

was the famous "Dollar Bill" letter. Pinned to its top was a crisp, new dollar bill—a *real dollar bill!*

That letter pulled better than a 90 per cent response. The writer of it told me that from 175,000 letters mailed, he got back about \$270,000, plus more than 90 per cent of the dollar bills he had mailed out.

But this was only the start. From the list of more than 150,000 people who gave that \$270,000, further subscriptions were secured to the amount of some \$10,000,000. Here is the letter, which was filled in with the name and address of the recipient:

DEAR MR. JONES:

Here's a dollar.—Yes, it's a REAL dollar—nice and clean and new.

Keep it if you want to, after *you've* read this letter—but I don't believe you will, then.

Here's what it's all about:

I've made an investment—of a thousand dollars—in human nature, human kindness. I've mailed a thousand dollars—in a thousand letters to a thousand people picked at random. I have done this because I believe that everyone is really kind—that no one is really heartless—and that the only reason why folks do not help where help is needed is just because these needs are not IMPRESSED upon them hard enough.

And that's the mission of each of my thousand dollars—to impress the importance of a need. This thousand dollars is my subscription to the Blank Hospital—and I'm investing it in the belief that every one will bring back several more—at least another—with it. So our subscription, which I'm starting in this way, will be at least two thousand—maybe five, for there's going to be a lot of you send a five or a ten or more when *you* mail my dollar back.

Remember—both my dollar and your dollars go to help crippled children.

Will EVERY ONE come back?

Are people really kind—or REALLY heartless?

Will every one bring something more?
Have I made a good investment?
What is your answer?

Sincerely,

The same idea is the basis for the following letter. Pinned to the top of it was a 100,000 mark German note. Its purpose, like that of the dollar, was to get the reader's immediate attention and arouse his interest in the message of the letter.

It worked so well that the magazine for which the letter was written reported that it was the most successful subscription-getter it had ever used. Here is the letter:

Will you accept the enclosed German Reichsbank
Note for 100,000 Marks, With Our Compliments?

DEAR SIR:

If the enclosed German Reichsbank note for 100,000 Marks pays for one minute of your time, consider yourself engaged.

Yes, it's a real Reichsbank note, put out by the German government. Before the war, 100,000 marks were worth \$23,820 in our money. But when this particular issue of notes was retired, it took 10,000,000 notes like this to get a mark worth 24¢ in gold!

That is what uncontrolled inflation did to German money. As fast as new issues were brought out, the old ones dropped in value, until a man's only chance to get ahead lay in putting his money into common stocks, or into goods or real estate—or something that would go up in price as fast as the value of his money went down.

In a small way, something of the kind may occur here. Even with inflation under perfect control, the value of inflated money is bound to drop, while common stocks and goods and real estate will go up in value.

The question is, what type of stocks will appreciate most? And what effect will inflation have on various lines of industry?

That is where the Blank Journal can be of genuine help to you. Its facts are not merely timely, but they are derived from original sources, and their accuracy can be depended upon. But that

isn't all! The facts it brings to you each day are interpreted from the standpoint of the investor and of the business man, enabling you to invest your money or to plan your business with understanding and foresight.

The Blank Journal is the source of information for countless statisticians, newspapers, and market services. Yet the information for which you pay them high fees is just as readily available to you in the pages of the Blank Journal as it is to them.

The enclosed card entitles you to the next 60 issues of the Blank Journal for \$3. Not only that, but it brings this paper to you subject to FREE EXAMINATION of the first five copies. If these five do not make clear to you the financial trend, if they do not show you every phase of business and financial activity, just tell us to cancel and you will be out nothing.

Will you TRY it? Will you let us send you accurate news from the very heart of the financial center of the country NOW—when that news may be worth more to you than ever in your lifetime? Will you mail the enclosed card TODAY?

Sincerely yours,

"SHOWMANSHIP" is the title of one of a series of direct-mail newsletters sent out by Lewis Kleid of Mailings Incorporated, New York.

"You wouldn't give Gypsy Rose Lee a tumble in a crowd," the letter went on to say, "but lend her a fan and a couple of spot-lights and she'll stop the show every time.

"I don't suggest that you put a hypothetical burlesque queen in every letter you send out—but occasionally, showmanship will improve your direct mail results.

"For no matter how well you maintain the mailing list and prepare copy—it's all wasted if your message isn't read when it reaches your prospect's desk."

Then the letter went on to illustrate a variety of gadgets that can be pasted, tied, stapled, or clipped to letters to attract attention to your copy—gadgets whose purpose is the same as the dollar bill or the mark note or a dime or penny attached to your letter.

What are such gadgets? They are attention-getters or eye-openers attached to the top of the letter.

Why? To keep that letter or circular on top of the desk where it has some chance of accomplishing results. Such letters have increased circulation, sold goods, brought inquiries, because they are read and shown to others.

How? Hook up the main idea of the letter to the appropriate gadget, so the reader will keep the idea in mind and even talk about it to others.

Here is the way some of these gadgets were used for clients of Mailings Incorporated.

A wedding ring was attached to one letter, with the following copy:

The Wedding Ring is the Symbol of Matrimony
—*The Permanent Union of Men and Women.*

Some maintain permanent relations from a deep seated mutual interest, while others drift towards divorce through disinterest, dullness, and neglect.

Our marriage (through your subscription to Blank Magazine) is drifting. The last issue on your present order has been sent. We're vain enough to believe that divorce is not in prospect as the result of disinterest or dullness—only neglect.

You and Blank, the magazine for smart young women, have too much in common to let this happen. Prevent it, etc.

Two aspirin tablets were sent with this letter:

The Aspirin May Help—Temporarily!

But when your head feels like Public Highway #1 for all the screw-ball madness of this world, you need something more than temporary measures.

That's the importance of the Blank Magazine for you. It has a way of getting at the roots of trouble. It builds up your resistance—inspires you with hope and confidence to go on. It reassures you—by introducing you to your own sanity again.

Each week the Blank Magazine shares with you the laughter and drama, the wit and wisdom, etc.

Here is a good gadget—a small metal mirror attached to the letter:

Yes, Take a Look at Yourself!

Typical New Yorkers appear pretty much the same as every day sort of people. No horns. No strange identifying marks. But they do have one thing in common. No matter where they live or what they look like, they have an insatiable appetite for something that is curiously and uniquely metropolitan.

The Blank Magazine is written for just such people as you. It is the weekly reflection of the metropolis and its carrying-on. It wears the top hat without putting on the *ritz*. Etc.

This letter carried a diamond ring:

Sorry—

This is not a diamond. But it looks like a diamond, doesn't it? It sparkles! It's pretty! It's well cut and fashionably shaped! If it were a real diamond, it would make a stone for a ring that any woman would be proud to own.

But it's a substitute! The sparkle is not as brilliant. The warmth and feeling of the real stone is absent. It's perishable, and the value is not there.

A diamond merchant couldn't sell an imitation or even an inferior *true* diamond as a stone of value without sacrificing his integrity. His merchandise must be the keystone of his reputation and experience.

Dental gold is one of your principal materials. Its quality, durability, and performance **play** an important part in your professional life and reputation. Etc.

Here was one with a picture of an elephant attached:

DEAR SUBSCRIBER:

In his "*Just So*" *Stories*, **Kipling** tells us all about the **baby** elephant who had such a vast curiosity about everything. Besides, he *never forgot a thing!*

Of course, you have far more to think about than any elephant. And that's probably why you forgot to continue your Blank magazine subscription, which expires with the issue you received a week ago. Etc.

A skeleton key was attached to this letter, with the heading:

Your key to extra cash. It will bring you money to solve your troop's financial problem.

I want to send you a surprise package that will show you how to open up new paths to replenish your troop's treasury.

It is the KEY to a plan that has been used by Troop Leaders all over the land for the past six years to enable them to do the things they've always wanted to do.

It will give you funds to help needy families, to buy books, to pay off debts, to secure registration, to pay for the expense of trips, week ends, or a hundred and one other financial problems that confront a troop leader at this time of the year. Etc.

But gadgets were only one of the methods used by Mailings Incorporated and other successful mailers to catch the eye and win the interest of their readers. A card with the reader's name handwritten on it was attached to the following letter:

"The sweetest music in the English language is the sound of your own name."

Instead of beginning your letter with "Dear Reader" or "My dear Friend," try calling the recipient by name.

You can do it as simply as demonstrated above, by writing his or her name on your own business card.

Or, you can use an illustration and personalize the name in India ink to match the copy. Etc.

"Brush Script" is another method of featuring the reader's name in an unusual way. The following letter had the reader's name filled in at the top in heavy "Brush Script":

MR. JONES:

Speaking before the New York Sales Executives Club, Zenn Kaufman told about the Senator with the poor memory who developed a fool-proof system for remembering names. When someone who looked familiar approached the Senator would say, "Quick, get that guy!" His manager would then throw himself in the way of the oncomer and say, "Hello, there! I'm the Senator's manager and my name is Tom Smith." To which the

visitor would naturally reply, "My name is Johnson." That would be the immediate cue for the attentive Senator to turn quickly to the pair and say, "Well, well, well, if it isn't my good friend Mr. Johnson."

The story is appropriate because it accentuates the importance of calling a person by name instead of "Dear Friend" or "My dear Sir."

Here, in this mailing, is a demonstration of two additional dramatic methods of "calling a person by name":

The first is Brush Script, a method whereby the recipient's name is inscribed with a brush by a skilled letterer. This style of personalization also lends itself to catalog covers, broadsides, and announcements—and can be applied in gold, silver, bronze, or any of the standard colors.

The second personalization is done with a giant typewriter. Emphasis is gained by typing the name in a contrasting color. Etc.

Then there is the method of perfuming your letter to get attention.

Get a whiff of this—

Only a dozen years ago, new oilcloth reeked of castor and linseed oils; rubber goods had a distasteful odor; and after the painter departed, the aroma lingered on for days. But the world is becoming more fragrant, thanks to the perfumer chemist who, with over 1,000 aromatic materials in his laboratory, is selling merchandise by making overtures to your sense of smell. Your direct mail, too, can appeal to the nose as well as the eye. For example:

Helena Rubinstein's "Apple Blossom" was mixed in the ink used in printing an advertisement of it. . . . The *Chicago Tribune* saluted the national florists' convention with an advertisement illustrating a bunch of roses and perfumed to smell like living blossoms. . . . A fire insurance company sent out blotters which smelled like fire-gutted homes, and business doubled. . . . A bakery, during Lent, impregnated its advertisements with the smell of hot cross buns. . . . An invitation to a mountain resort contained

the nostalgic scent of pine. . . . The Spice Mill, a house organ, is redolent of cinnamon and cloves. . . . A bottle cap manufacturer mails a blotter a month printed with flowers in full color and scented with appropriate perfumes . . . and here are just a few of the innumerable scents available: mint, orange, chocolate, leather, lotus blossom, new-mown hay.

HOW TO DO IT: Perfumes can be sprayed on printed matter automatically as it comes from the press--can be mixed with the printing inks (both have an oil base)—or sprayed individually with a hand atomizer. Etc.

Direct-mail experts have found that a carbon copy used as a follow-up often will outpull the original letter. The strategy is to use a memo form to call attention to the fact that since no reply has been received, it was assumed that the letter had been lost or mislaid. The carbon copy can be made simultaneously with any automatically typewritten letter.

Lastly there is "Penscript"—the imitation handwritten letter with the reader's name filled in at the top in the same handwriting as the body of the letter. Here is one such from Mailings Incorporated.

DEAR MR. JONES :

This looks like a handwritten letter—but it isn't!

It's Penscript. The message is reproduced in offset, and the same girl who wrote it fills in the name in pen and ink to match.

If a large quantity is to be produced, several girls make plates and each personalizes her own handwriting.

Almost any good letter-shop can produce Penscript letters and memos at low cost.

The purpose of all such "stunts" is to attract the reader's attention and get him into your letter. But like all stunts, they must be handled in such a way that the reader's interest, when won, may be guided quickly to the main idea of the letter.

A circular letter is like a door-to-door canvasser in that its

most difficult job is to get a hearing. Gift offerings and stunts and unusual openings help in this.

But the main job is still ahead—to *sell* your idea or your product to the reader. Your stunt may soften him up, just as the Fuller salesman's free brush may make his approach easier, but it makes all the other steps in selling none the less necessary.

XXVII

Miscellaneous Products

SOME OF THE MOST SUCCESSFUL mailings we have seen came as the result of people being "stuck" with quantities of merchandise, and having to try everything to get rid of it. As some sage put it, "When Fortune means to men most good, she looks upon them with a threatening eye."

One client of ours had bought the plates and a quantity of books from the English publishers of a set entitled *Wonders of the Past*. Judging by his success in selling them, they belonged in the dead and forgotten past. When he came to us with his problem, he stood \$4,000 in the red on his tests alone, and had not moved enough books to make even a dent in his stock.

It happened that about this time the Prophecy of the Pyramid was much in the public eye, so it occurred to us that it might prove a potent means of moving *Wonders of the Past*. As it turned out, we could have found no more appropriate premium, or one that would have sold so successfully. From \$4,000 in the red, *Wonders of the Past* moved many thousands into the black, and here is the letter that did it:

May We Send You—With Our Compliments—
"The Prophecy of the Great Pyramid"?

DEAR READER:

5,000 years ago, there was built in Egypt what is believed to be at once a monument, a tomb, and a most amazing prophecy. I refer to the Great Pyramid at Gizeh.

According to many Egyptologists, the passages in this Great Pyramid are an open book in which one may read not only the happenings of the past 5,000 years, but what is going to happen for 1,000 years to come! These passages are said to have foretold to the day the opening of the first World War, the beginning of the Depression, the date of the Final War, as well as many another major event of world importance.

If these prophecies are to be believed, September 16th marked the beginning of a new era—the most prosperous this country has ever known!

At your request, I shall be glad to send you a copy of the Prophecy of the Great Pyramid—with my compliments. The enclosed reservation will bring it to you, free and postpaid. I think you will be interested in reading it. Certainly some, if not all, of its claims seem grounded on fact. Many people are talking about it today. Many are basing their future plans on its predictions, so it is something that every well-informed man will want to know about.

I am going to send this amazing Prophecy to you, without cost and without obligation, just to get the chance to show you WONDERS OF THE PAST that dwarf even the famous "Seven Wonders of the World."

Everyone knows the Seven Wonders of the Ancient World, of which the Great Pyramid was the first and greatest. But do you know anyone who has ever heard of the shrine 600 feet high that was built to house the ashes of one man? Of the gigantic reliquary, acres in extent, which never held a single relic? Of the mountain that was built to satisfy the longings of a homesick Queen? Of the vast ancient city which was literally lost in the jungle? Of the Arch which no Jew will pass under? Of the granite structure which has held for 1800 years, without mortar, without cement, without rivets?

Here is the one authoritative record of mankind, chronicled in his own handiwork, a record that goes back more than 20,000 years, to the frescoes of men and animals in motion **painted on** the cave walls of the Pyrenees.

Here are those things man has done which endure. Here **are** the works of the great artisans, the skilled sculptors, the giant

engineers. Imagine taking a 1,000-ton shaft of rock, which modern engineers could not set up with all their appliances, transporting it a hundred miles, and then standing it on end with the help of human hands alone!

Since the purpose of life is growth, development, here is the most graphic chart of man's life here on earth, for it shows the steady development of his skill, of his ingenuity, of his learning, of his conception of the Deity.

No history can give you so graphic a record of man's progress. No story can picture so interestingly his steady upward climb. Here is the one record of man which needs no chronicler, which speaks for itself—"Wonders of the Past" wrought by the hand of man.

For years, the four great volumes of "Wonders of the Past" have been sold at a price of \$20. Thousands of sets have been bought at that figure, and thousands of families have hungrily devoured their contents. For stimulating interest in school work, they are worth their price a dozen times over. For giving the student a comprehensive knowledge of all history, they are unequalled. For providing a background for the things that cultured people talk about, they have yet to find their peer.

Millions of dollars were spent to collect the material that is in these great books. Just plating and putting them into book form cost \$50,000. But now so many copies have been sold that all this preliminary expense has been taken care of. The only costs we now have to pay are the actual printing and binding of the books.

If we could be assured of a 10,000 sale of these newly revised books, we could get a set of the new plates, bind the four volumes into two big ones, and sell them—NOT for the original price of \$20, not for HALF that amount—BUT ONLY \$7.65—and even that \$7.65 could be paid in convenient monthly payments if preferred.

Whether we can get enough reservations to bring the price down that low, we do not know. That is why we are writing you today. Would YOU be interested in reserving a set of this most amazing record of mankind, a record carved in stone and metal by the great artisans, the brilliant artists and sculptors, the giant engineers of every age? Would YOU send for these "Wonders

of the Past⁹—if we could give them to you at less than 40% of their original price?

Would you spend that much to make your family, your children, familiar with the greatest things done by man, to give them a cultural background such as they can get only from these original sources?

If you would, then put your name on the enclosed reservation and drop in the mail.

Mind you, this reservation costs you nothing, commits you to nothing. It merely tells us that IF we are able to interest enough of our readers to justify us in printing 10,000 sets, you want to reserve one of those sets at the unheard of low price of only \$7.65—and a trifling sum for postage—for the usual week's examination.

On that understanding, will you mail the enclosed reservation? And will you accept, with our compliments, a copy of the Prophecy of the Great Pyramid? It has been selling, you know, for \$1 to \$2 a copy. We were able to secure only a few copies of the \$1 edition at so special a rate that we can afford to give one to you, FREE. If you'd like it, it would be well to mail the enclosed reservation right away.

Sincerely,

How can you most easily find the people who can be interested in new courses, new sets of books, and the like? By offering to the most likely lists of prospects some free booklet that will be of interest only to people desiring that particular type of knowledge. The Encyclopaedia Britannica, for instance, offers a booklet containing sample pages and illustrations from its new Encyclopaedia. One publishing company offers a booklet telling in the words of Dr. Eliot of Harvard what he considered the essentials of a liberal education, and thus finds the people who can be interested in Dr. Eliot's Five-Foot Shelf of Books.

Here is such a letter, designed to winnow out from other lists the names of those interested in learning the art of

public speaking. It has been highly successful in bringing back interested inquiries.

Now For The First Time—

The Secret of Effective Speech—FREE!

DEAR SIR:

At your request, I shall be glad to send you one of the most talked-of little books ever written. It will cost you exactly one cent—the price of the stamp that will bring the enclosed card back to me.

The name of **this** booklet is—"The Secret of Effective Speech." The principal part of it was written by perhaps the most successful speaker of modern times, the man who made over \$4,000,000 from his lectures, and then used it to send young men through College—**Russell Conwell**, author of "Acres of Diamonds."

"The Secret of Effective Speech" should be read by every executive who ever has to face a hostile audience, whether that audience consists of one man or a thousand.

It is not made up of rules and principles, but of the few common-sense essentials which **Conwell** found of most importance in his thousands of appearances on the public platform. It is practical. It is stimulating. AND IT IS FREE!

Your name and address on the enclosed card will bring you a copy of "The Secret of Effective Speech," with our compliments. You will like this little book. It is short, but there is a tremendous lot in it. Every time you read it, you will realize more clearly why **Russell Conwell** had so many thousand enthusiastic admirers, why audiences hung upon his every word.

Frankly, we are taking this means of bringing to the attention of a few alert business executives a new method of teaching Public Speaking—a method so striking and simple, yet so amazingly successful, that it is taking the country by storm.

Will you use the postcard now—TODAY?

Sincerely,

Sports articles are notably successful in mail selling, when you can secure lists of people who are interested in some

particular sport. Fishing tackle, golf clubs and balls, tennis racquets, and a host of other products have been sold successfully by mail. There is even a concern in Baltimore that sells fine saddlery by mail and has built a surprisingly profitable business.

Here is a letter that sold field glasses by mail, and sold them in goodly quantities. Its basic idea is just as applicable to dozens of other products that appeal to all sportsmen.

Now the Far Distances Are Yours
With Magic Eyes That See for Miles!

DEAR FRIEND:

Here is a wonderful way to add to the enjoyment of your trips, to give you "ring-side" seats at every sporting event, to bring anything you want to see within a few feet of you—multiplying your own eye-sight by the power of these eight magic lenses!

"Four-Mile Eyes"—that is what they give you, spanning distances like the fabled seven-league boots of childhood. For the hunter, they are a necessity. For the tourist or traveler, they add a zest that doubles the enjoyment of sight-seeing. For those who love sports, they make a nearby window or hilltop as desirable as the most expensive "ring-side" seat.

Yet for a little while, they can be had for less than the cost of a single seat!

You see, the finest glasses in the world are made in Central Europe. And you know how conditions have been over there—many highly skilled artisans getting less for a month's toil than they would for a single day's work here.

The result? Bargains such as you will never get again. Bargains such as we never dreamed of being able to offer in fine Field Glasses. Prices are higher over there now and are stiffening rapidly, but up to a few months ago, you could get the finest achromatic day-and-night lenses at figures so ridiculously low as to seem like a gift.

We had a lot of extra-powerful Officers' Field Glasses shipped

us at those prices several months ago. They have just been unpacked and gone over, and they are beauties. Fitted with specially large achromatic day-and-night lenses, and equipped with compass and focussing scale, they are the most powerful glasses of the kind we have ever seen at anywhere near the price.

I have a pair on my desk before me as I write, and through them I can count the high tension wires on a hill a couple of miles east of here, as easily as though I stood right under them. There is a building going up half a mile from here, and through these glasses I can watch every move of the builders. If they were football players, I could see them better than from the choicest seat.

And the reason? These glasses were made for the use of Army Officers, and they had to be good. They are the only 8-lens Galilean Field Glass with compass and leather case that sell for less than \$30. But while they last, I am going to let you have a pair for only \$7.95!

Not only that, but if you mail the enclosed card right away, I will send them to you, postpaid, for a week's FREE EXAMINATION and TRIAL!

SEND NO MONEY! Just your name and address on the enclosed card will bring a pair of these extra-powerful, 8-lens Officers' Field Glasses to you at our risk, our expense. TRY them! Test them against the finest glasses you can find selling at \$30 to \$40 a pair. If these are not as clear, as strong, as satisfactory in every way, send them back. If you are willing to part with them for any reason, send them back. Otherwise, \$7.95 makes them your own, an endless source of pleasure and usefulness.

On that understanding, will you TRY a pair of these Magic Eyes? With that distinct agreement, will you put your name on the enclosed card and mail it NOW? You will never have another such opportunity.

Sincerely,

You would not think a big mail business could be built on supplying birth certificates to Hospitals, but there is a concern that specializes in this, and it is highly successful.

Your Million Dollar Babies. Here is an
Inexpensive Precaution That Safeguards Them!

DEAR SUPERINTENDENT:

The high-priced babies are not all in Hollywood. Most of the mothers who come to your hospital for delivery would not take a million for their babies.

Yet if you had one of those million-dollar Hollywood babies on your delivery table, you would take extra precautions to see that it didn't get mixed up with one of common clay, wouldn't you? You'd take baby's footprints, you'd put mother's thumbprints alongside them, and you'd record them on the finest and most durable parchment, like that used in our Birth Certificates, because you know it is more lasting even than the papyrus scripts of ancient Egypt.

If you would do all this for a million-dollar Hollywood baby, surely you will agree that you can do no less for the "million-dollar babies" born every day in your hospital—million-dollar values to the mothers who put implicit trust in you and in the precautions you take against mixup and confusion.

Certainly they would never begrudge payment of a reasonable fee to have Blank Birth Certificates—in fact, they would insist upon Blank performance and Blank completeness of record, because they want that certificate to last a lifetime, and where baby is concerned, nothing is too good.

You see, Blank is one birth certificate that is not **printed** on pulp paper, but is lithographed on 100-lb. Diploma Parchment, made of 100% new white rag—more lasting than ancient Egyptian papyrus—with gold seals attached and complete forms for recording baby's footprints, mother's thumbprints, and all requisite family history.

After baby's food and baby's comfort have been assured, the next thought in every mother's mind is a complete and permanent record of baby's birth, weight, and family, and everything connected with it. No coat of arms or family tree is half so important to the young mother as baby's birth certificate. You would never think of engrossing a family tree or coat of arms on a cheap, printed form, and I am con-

fidest you would no more think of recording a "million-dollar baby's" birth on anything less permanent than a Blank superlative quality certificate.

Mothers do not look for bargains in babies or in anything important that concerns their little ones. Where those infants are concerned, they want **SAFETY** and **DEPENDABILITY**. And they look with confidence to you to provide these. That is why more than eighteen hundred hospitals and doctors now use only Blank Birth Certificates. That is why I believe YOU, too, will want them.

On the inner pages of this letter are miniature reproductions of six certificates. The reverse side of each has a chart for the family history, the baby's record, and spaces for footprints and thumbprints. The most distinctive and exclusive is Form **F**, on the right at the top of the page. In full size, with picture of your hospital beautifully reproduced, and the name of your hospital hand-lettered across the top, you can get 250 of these superlative quality certificates for \$55.

\$55 is a small sum to risk when it will add prestige to your hospital, inspire greater confidence in the character of all your services. You know how often you have promised yourself never to miss an opportunity to impress **all** who come in contact with your hospital with the **DEPENDABILITY** of your service. Here is one simple, inexpensive way of bringing that dependability home to them. Here is continued publicity such as no money could buy.

Will you try it for yourself and see? The enclosed form will bring you a trial lot of 250 certificates, bearing a fine lithoplate picture of your hospital with your name hand-lettered, a gold seal upon it, tied up in rayon silk tape, and packed in attractive boxes. There could be no better insurance for the trustworthiness of your service—and none so inexpensive.

Just your name on the enclosed form, with a good picture of your hospital, are all that is needed. These—and prompt mailing. Will you put your name on it **NOW** and drop in the mail? The enclosed envelope needs no stamp.

Sincerely,

Many small businesses lack capital. They see customers passing them by because their stocks are limited, so imagine how they would welcome an offer like this:

DEAR MR. JONES:

You wouldn't hire extra clerks just to sleep in your store, would you? Then why put money into big stocks of diamonds and settings that are going to sleep on your counters for months or years, when you can use an overnight memo service that will bring you at a moment's notice the pick of one of the most complete assortments in the world?

War and its aftermath have devastated Europe. Kingdoms and governments have fallen, peoples been subjugated, the balance of power of the whole world has changed.

Changed also are the diamond markets of the world. From Holland they have moved to America. The finest assortments of diamonds and settings are now to be found right here in our own country, and of them all, I don't believe you will find a more complete assortment, I don't think you can find anywhere such bargain prices, as those we now offer you.

The choice gems of the world have come here for our picking. Why tie up your money in big stocks when you can have the pick of our huge assortment overnight on memo?

Just try it for yourself and see! Your name and address on the enclosed card, with the numbers you want to see, are **all** that is necessary. And remember, with them will come our Sales Clincher that has a record of 94% success!

Sincerely,

Here is a second letter on that same offer:

DEAR MR. JONES:

If I came to you—sat down across from you at your **desk**—and said I could tell you how you could make a more satisfactory profit in 19—, you wouldn't let me get away until I'd made my words good.

I can't come to you in person, but I can show you how **you** can make a far better profit, with half your present investment and less than half the risk. Not only that, but you will have a much bigger and more complete stock to choose from.

For through the fast and dependable Air Mail Service, we can now deliver Memo Orders to almost any part of the country overnight.

That means you can draw upon our huge and complete assortment of diamonds and settings as though it were your own. It means you no longer have to carry more than a small assortment on your counters, you no longer have to tie up more than a few dollars in stock.

You can use your small assortment to interest your customer and get an idea of what he wants, then Air Mail or Wire your Memo Order and have the goods in your counter the morning after your order reaches us.

Never has there been a better time to get business. Economists predict a gain of at least 15% over last year, so if your chart is not on the upswing now, you are missing some good bets.

Today America is the diamond mart of the world. Why not give your customers the pick of it? You can . . . by using the enclosed card to send a Memo Order for a few choice stones of the type they are interested in.

Out of 53 times that John Jones of Orwell, Ohio, has done this, he has made 50 sales. Will you try it? Just your name on the enclosed card, with the numbers you'd like to see, are all that is necessary. And remember, with them will come our Sales Clincher that has a record of 94% successes.

Sincerely,

Calendars lend themselves readily to mail selling, as you will see from the two letters that follow:

Write Your Own Income—

We'll Help to Guarantee It.

DEAR SIR:

You don't need to be wealthy to rate a handsome and dependable income. You don't have to be rich to be financially independent and free from money worries for the rest of your life.

Here is a plan that is helping thousands of Insurance men to make steady, dependable incomes month after month and year after year.

Keep your name constantly before every good prospect and client 365 days in the year with a Blank Poster Calendar.

A sample sheet from one of the 14 x 20 Blank Calendars is enclosed. Imagine that Calendar bearing your name and address, on the the wall facing your prospects and clients each day. Could they FAIL to think of you when the need of Insurance is brought home to them? Could you keep your name before them in any other way so constantly, no matter what expense you went to?

Yet this practical, 365-day-a-year advertising costs you only 12¢ a year for each group you reach. Imagine a bill-board or newspaper offering you such a rate.

If you want to retire on a goodly income one of these days and take it easy in some sunny climate for the rest of your life, there is only one way you can do it. That way is to get more customers now, reach more people, keep your name before more prospects. And the surest way, the most effective way, and the least costly way to do this is with Blank Poster Calendars. No other Calendar costs you so little for its size and color and effectiveness. No other can compete with it in value.

How many more clients can you handle next year? How many do you want to reach? As you will see from the prices listed at the top of the sample sheet enclosed, an order for 200 brings the price down to 12¢ apiece, 12¢ for the longest-lasting and most effective advertising you can buy.

Would you risk 12¢ each to keep your name and your service constantly before your 200 best prospects? If you would, then put your name on the enclosed Reservation NOW and drop it in the mail. You'll never find any other means of reaching your logical customers so inexpensively or so effectively.

Sincerely,

Accidents That Have Led
To Important Discoveries!

DEAR SIR:

You may have seen the letter of the Chicago Insurance man who started off by telling of the accidents that led to the discovery of the Law of Gravitation, of the steam engine. and of

the Law of Flotation, and then went on to contrast these with the discovery most men make when they have an **accident**—

*that it costs an **awful** lot of
time and money to get **hurt**.*

A good many Insurance men have discovered that it costs even more to allow themselves to be forgotten when people are preparing against such accidents. The public's memory is notoriously short. When a good radio talk or advertisement or an accident to some friend gets them thinking of insurance, your prospects and clients will go to you—if they think of you—but otherwise they will buy from the one easiest to get in touch with.

There is only one sure and inexpensive way to keep your name before these clients and prospects. There is only one way of constantly impressing that name upon their mind and associating it with the thought of insurance.

That way is through the silent salesmanship of Blank Posters—the efficient 12-sheet calendars that reflect your dependability and usefulness.

A sample sheet from one of these Calendars is enclosed. Imagine that sheet bearing YOUR name and address, on the wall facing your prospects and clients every minute of the business day. Could they FAIL to think of you when they want insurance? Could you in any other way keep your name before them so continually at the very time they are open for business?

Yet the cost to you of this 365-day-a-year advertising is only 12¢ a year for each group you reach, less even than that in quantities over 200. Imagine a billboard or newspaper offering you such a rate. Yet here is advertising more effective than any you could buy on billboards or publications. Here is **an** ad that can't be overlooked because it stares your prospect in the face right at the moment he is ready to buy.

How many clients or prospective clients have you that you want to keep your name in front of every day in the year? Have you as many as 200? If so, you can do it for only 12¢ each on a 12-page, 14 x 20 calendar like the sample sheet enclosed, printed in two colors. We guarantee that you can't equal that quotation anywhere.

Is a 365-day reminder of your service and your dependability worth 12¢ to you? If it is, then put your name on the enclosed Reservation NOW and drop it in the mail. There is no other way of getting such long-lasting, effective advertising at any price. And with the way paper has been going up, the only way you can be sure of getting it even from us at this low price is to mail the enclosed Reservation now.

Sincerely,

There is a tremendous market for letterheads, and many a printer has developed it. Letters such as the two that follow have brought in numerous orders:

MY DEAR -----:

From the time of the Chaldeans to this morning's mail, every letter-writer has sought one thing—the reader's favorable *at-*tention.

Clay tablets dug up from the ruins of ancient Nippur show that the socialites of that day used pictures to get their readers' interest. In our fathers' day, engraved stationery was the vogue.

Today, monogrammed letterheads, with border in a color to match, are the latest style in socially correct stationery.

This sheet is a sample of the fine quality paper used in these new letterheads. See for yourself how easily it takes the ink, what a pleasure it is to write on it. Then turn the sheet over, and mark your initials in the box on the other side.

The letterheads come in double sheets, folded (only half a sheet is used here), in an attractive gift box, and the envelopes match the letterheads exactly.

You'll be proud to use these monogrammed letterheads **your-**self—and they make delightful **personal** gifts for your friends. So inexpensive, too—only \$1 for a box of forty-eight double sheets with envelopes to match.

Just fill in your initials and we'll ship your own stylish personal monogram stationery to you as soon as it can be made.

Sincerely,

Have You a Place In Your Advertising Department

For An Experienced Helper of Proven Value at 78¢ a Week?

DEAR SIR:

With this letter, I am sending you a few samples of **Smith-Jones Process** letterheads—the kind that get your letters read.

For the first thing your reader sees when he gets a letter from you is your letterhead. And upon the impression made by that letterhead depends, oftentimes, the results of your letter.

You would not send a shabby or poorly dressed salesman to call upon one of your customers. Your letterhead is even more representative of you than your salesman, so you need to be **even** more careful of the impression it makes.

Smith-Jones letterheads have a simplicity of design that makes them distinctive, while their raised lettering gives them the feel and the impressiveness of an engraved letterhead. From an advertising point of view, you could find no better way of arresting the attention of your reader, or impressing him with the importance of your message, than by putting it on a Smith-Jones letterhead.

Yet the cost is little more than that of an ordinary letterhead, as you can see from the enclosed folder containing samples of Smith-Jones letterheads.

Will you try a thousand, and see for yourself what a difference they make in the results of your letters? Will you test them against the letterheads you are now using, and see if in any other way, a few cents a week added to your advertising costs can be made to bring you so much greater returns?

Just your name and address on the enclosed order form, with a copy of your present letterhead, are all that is necessary. Will you mail these back in the enclosed stamped, addressed envelope? **NOW?** Thank you!

Sincerely,

DEAR MR. JONES:

When you send a gift at Christmas, isn't it just a happy way you have of saying, "I am thinking of you"?

For that is the whole spirit of Christmas—to let your friends and business associates know that you are thinking of them, that you hope the gift you send them will serve as a pleasurable reminder of you and of your friendly association.

And of all the gifts you can send, none carries a message of friendliness and cheer so surely as Holy **Land's** gift to us—a gift of good things to eat, ever-welcome and always **appreciated**—a box of RIPE, NUT-TOPPED DATES!

From earliest Biblical times, dates have been the gift of friendliness. So healthful and nourishing that many desert tribes live practically on them alone, the rich, luscious variety grown in the lands bordering the Jordan are such a delicacy that in olden days they were sent as gifts to kings. The early Crusaders found them so healthful and strengthening that they brought back quantities of them to Europe, and for many years they were regarded as a sure preventive of all digestive disorders.

And those early Crusaders were not so far wrong. For Medical Science today has found that the most important cell builder in the foods we eat is the Mineral Salts. From the moment the Seed of Life first stirs itself and draws upon its mother for the materials necessary to its growth and development, right on through to maturity and old age, there is nothing more important to the health and growth of every cell in the body than these same Mineral Salts.

Practically the entire gamut of disease, says Dr. John X. Loughran in Twentieth Century Health Science, from defective teeth to cancer, is due to improper food, food that causes disease principally because of a deficiency of the mineral salts the body must have, or die.

These tree-ripened, nut-topped dates from the Holy Land are rich in Mineral Salts. They act like magnets, attracting and holding the energies of sun and air within your body cells. **Etc.**

Pipes are a good stand-by at any gift-giving time and at any other time that you can get hold of a list of pipe-smokers.

A Few Wrongly-Stamped Pipes
At **An** Amazing Bargain!

DEAR CUSTOMER:

Here's a bargain that will never happen again . . .

It all comes of the fact that last Christmas, the larger part of our business was for "Special" lots of expensively made

pipes for Clubs, Fraternities, and big business organizations. Some of them sold these pipes to members for as high as \$5.00 each, some used them as prizes at special events, while the business organizations gave them as Christmas gifts to their best customers.

Arid if you think their purchasing agents are not tough when it comes to spending money for expensive pipes that are to carry their firm names or trade marks, or the insignia of their clubs or fraternities, you ought to try them.

We expected them to be particular about the quality of the pipes, of course, but that didn't worry us, for Jones-Brown pipes are made of the finest aged and matured Carolina burl root, especially processed in a secret solution that makes them easy to break in and reduces tongue bite, giving pure, cool, mellow smoking delight.

We knew, too, that they would require the best vulcanite mouthpiece, and the famous dry-smoking, double-ball condensing tubes. That was all right. We wanted them to have the best pipe that money could buy, and we were glad to see that they got it.

The hitch came when we found out how many different trade names, company names, trade marks, and insignia we would have to stamp on hundreds of different lots of pipes . . . all of them in a rush, most of them coming at once, and with every kind of a chance for mix-ups.

So there were delays, and inevitable mix-ups where one company's order would be stamped with another company's trade mark, or club insignia would get mixed, or names would be spelled wrong.

We made good on all these, of course, and managed to get all the orders out in time for Christmas, but it left us with quite a number of pipes on our hands . . . perfect pipes, expensively made, but with the wrong names or insignia stamped on them.

Some have only the names misspelled, some have slight imperfections in the printing, some have mistakes in the trade marks or insignia . . . nothing that would hurt the pipes or mar their smoking pleasure in the least, but enough to keep

big business concerns or clubs or fraternities from passing them out as their own special line of pipes.

HERE I BELIEVE, IS THE GREATEST BARGAIN
EVER OFFERED TO PIPE SMOKERS:

We could have these brand names and trade marks buffed off, of course, and the pipe bowls repolished. The pipes could then be put into our regular line. But most of these pipes are "Specials," made of much more expensive material than our regular pipes, so we'd have to charge higher prices for them, and there's not enough of any one style or grade to justify the cost of listing them.

So rather than go to further trouble and expense, we have decided to let a few of our pipe-smoking friends have the advantage of these bargains—men like yourself who love a good pipe for its mellowness and cool, sweet-smoking joy rather than for the brand name on it—and to offer your choice of these beautiful pipes to you at a *flat* price of \$1 each!

Your Money Back *If* You Don't Like These Pipes

Mind you, every pipe is guaranteed perfect in every respect, except for the firm name or insignia printed on it. Every one was made by the most skillful pipemakers from selected, aged, and matured "Sweet Carolinian" burl roots, from which all the bitter resinous saps and oils had been eliminated by a secret process, leaving the pipes 20% lighter and infinitely sweeter. We guarantee them absolutely. Your money back without question if you are not more than satisfied.

The only drawback is—there's not more than a couple of dozen of any one style or kind of pipe, and once these are gone, we cannot duplicate them at anything like the low \$1 price. So it would be well if you would indicate your first, second, and third choices. We'll fill your order with your first choice if we still have it, but every pipe in the lot is such a bargain at \$1 that you couldn't go wrong even if you took a sixth or tenth choice.

Remember, many of these pipes were meant to sell for as high as \$5 each. All of them were made to sell for a good deal more than \$1. So you can't go wrong on any of them, and

you can pick up such a bargain as you are not likely to get again.

YOU MUST ACT NOW, TODAY!

The enclosed circular is your chance to pick out a real pipe bargain at a ridiculously low price. But you'll have to do it NOW, for the number of these wrongly-stamped pipes is so small that only about one in twenty-five of our regular mail-order customers will be able to get one. This is the only chance you will have at these amazing bargains.

Sincerely,

There is a market for paint-cleaners in most schools and public buildings, and this letter to building superintendents found a ready response:

DEAR SIR:

Will you let me put a fresh finish on the walls of any room in your building—without cost to you?

Will you let me make ALL the painted surfaces in and around your building as bright and clean as though freshly painted—at just about a tenth of the cost of repainting?

If you will, then put your name on the enclosed card and drop it in the mail. It will bring to you—at our own risk—a barrel of Blank, the speediest and easiest of all wall-cleaning compounds. Turn it over to your janitor or cleaning woman. Let him use enough to clean any room in your building. If it does not make that room look as bright and fresh as though newly painted, if you do not immediately want to use it on every painted surface in your building—send back what is left and *owe us nothing!*

You see, most painted surfaces need cleaning far more than they do repainting. The paint is still good—it's dirty, that's all!

But dirt that has been ground in, dirt that has oil and soot and smoke in it, cannot be washed off with strong lye soaps or acids. They just work the grime in deeper and spread it farther. It takes Blank to get rid of such dirt.

And the reason? Because Blank is made—NOT of acids and lyes—but of starches and *vegetable* oils! It not only LOOSENS

the dirt and soot so they can be rubbed right off with a damp cloth, but the vegetable oil content gives an extra gloss and luster to the paint. Blank not merely preserves the surface—it adds extra years of life to the paint!

Sounds unbelievable, I know, but I have seen it work so often, and I have letters from so many Building Superintendents who have used it and swear by it, that I am willing to let you try it *entirely at my risk*.

"It is simply a case of putting it on and rinsing it off," writes J. W. Jones of Lakewood, Ohio, "and presto! dirt is gone, and paint is not. I used it on the outside window sills, blackened by the long winter's grime. They are as white as when newly painted. I used it on white enamelled furniture, and it is like new!"

Will YOU try it? Remember, if it does not make the very first room you clean with it look as bright and fresh as though newly painted, you can send back the rest of the barrel and owe us nothing.

You take no risk—run no chance. The enclosed postcard brings you a barrel of Blank, prepaid, for FREE TRIAL.

After you have tried it—after you have seen how it loosens the dirt and brings out all the brightness and beauty of the paint—you CAN return the rest of the barrel if you want to. Or you can send us our special low price to you of only 14\$ a lb.—\$42 a brl.—which is less than half what we had to charge in the old days.

On that basis, will you send the card? On that distinct understanding, will you put your name on it and drop it in the mail NOW?

Sincerely,

Who would not like extra space in his home for a play room? Here is a letter that was successful because it appealed to a widespread need:

Here's A Way to Add An Extra Room

For Play Room or Billiards — At No Building Expense!

DEAR SIR:

Here's a wonderful way to beautify your home, giving your family an extra room for play room, billiards, or den at no building expense and very little re-modeling!

You have seen pictured in the magazines some of the beautiful interiors made possible by re-modeling basements. But have you ever thought what new effects might be produced with a very little work in your own cellar or basement?

The Blank Cement Association has had famous architects work out the most effective ways of re-modeling almost every type of basement to give you a cheery, comfortable play-room or den, at the minimum of cost.

If you will use the enclosed card right away, we shall be glad to study your basement and submit to you, without obligation or cost of any kind, a plan for re-modeling it so as not to interfere with its normal uses, and yet give you an extra room for play or study.

Mind you, there is no obligation or expense attached. We will examine the basement and submit our plans and estimate. THEN — and not till then — you can decide. BUT—you know that costs are lower today than they are likely to be for a good many years to come. And you know that such a room will add greatly, not only to your comfort and enjoyment, but to the value of your property.

The enclosed card will bring our architect to study your basement and submit plans and estimates. This will not cost you a penny—not even a postage stamp, for we pay the postage on the enclosed card when we get it. Will you jot down your name and address on it and drop in the mail? NOW!

Sincerely,

If you have salesmen on the road, you know how difficult it is to keep up with them. Schedules are often disrupted, emergencies occur, and everybody loses. Here is a way to avoid much of this difficulty, yet keep close tab on your salesmen's spending:

This Plan Has Helped Thousands of Firms to
End the Worry of Reaching Travelers with Expense Checks

DEAR SIR:

Here is a way to put an end to all the time lost through salesmen having to meet their traveling checks at definite times and places—and you can do it for a month without cost *and* without obligation!

You know how often you have lost business because a salesman hurried through with a customer, or passed him by altogether, just because there was an expense check he wanted to **make** connections with at the next town. You know how many other times a salesman has sat around a hotel waiting for a check when he should have been miles away gunning for orders.

Napoleon used to say, you remember, that an army traveled on its stomach. A salesman is much the same, and just as many a battle has been lost through failure to connect with the supply-train, so many a good sale has been passed up because of the need of connecting with an expense check.

Now you can pay your travelers—with never a worry about connections. Now you can keep them supplied with expense money safely—surely—yet keep it from week to week entirely within your own control.

Blank Hotel Credit Letters do away with the need of making connections. They are good in all leading hotels, anywhere in the United States or Canada. They provide for all necessary expenses each week, yet they cannot be drawn upon ahead, and they can be cancelled at any time upon short notice.

Whether you have one traveler or fifty, whether they work on commission or salary, they cannot travel without money. And the one safest way, the one surest way to provide that money is through Blank Hotel Credit Letters. Letters can be arranged for those who draw against commissions, just as they can be for those who have a regular expense account. The important thing is that these letters do away with all lost time, all slighted customers, all lost business over having to connect with an expense check.

And that isn't all! If you will mail the enclosed card at once, you can TRY them for a month, at our expense—*without* the cost of a penny to you! You can see for yourself how much

these letters save you—how much more efficient they make your salesmen.

"Our experience has proved that these Hotel Credit Letters have saved both the Company and our salesmen a great deal of money," writes the Blank Motor Garage and Equipment Corporation of Long Island City, N. Y., "and it has certainly added to the efficiency of our men."

"Will you TRY them—if we send them to you at our expense, for a month's **FREE TRIAL**? If you will, just put down on the enclosed card how many salesmen you'd like to try them for, fill in your name and address, and mail. This is a special **FREE TRIAL** offer—the first we have ever made—and it is good for 10 days only. The Credit Letters can be dated any time before March 1st, but the enclosed postcard must be mailed within **10** days.

Sincerely,

How about your lawn? Isn't it an ever-present problem to you? Here is a letter that offers an easy solution:

You Can Laugh at Scraggly Lawns—
If You Follow This Plan

DEAR NEIGHBOR:

Will you let me take the poorest, most patchy section of your lawn, and show you—at my own risk and expense—what a beautiful, luxuriant growth of grass can be grown upon it in a couple of weeks' time?

Mind you, this will not cost you a penny or obligate you in any way. I am going to take a small section about 5 feet square and show you what is possible in the way of growing rich, thick grass when the ground is properly prepared.

You see, the early Fall is the best season of the whole year for starting new lawns or improving old ones. It is Nature's own time for starting most of its grasses. Growing conditions are more favorable during the Fall rains, and the chances of establishing a thick, heavy growth of grass with a minimum of weeds are ten times as good then as in the Spring.

But the soil must be **properly prepared**. And how to prepare

it properly is what we want to show you — without cost and without obligation to you.

Will you let us demonstrate the right method on a small piece of your lawn? John Jones of Philipse Manor wrote us—

"I should never have believed it possible that a little difference in methods and materials could make so great a change in the results. We want you to work our whole lawn your way."

I think you, too, will want your whole lawn worked our way when you see what a difference it makes in the results. Will you let us show you—at our own expense—how quickly and inexpensively you can get a perfect lawn?

Just your name on the enclosed card will bring you a free demonstration on any five-foot square patch of lawn that you may select. We'll have to make those demonstrations "First come, first served," however, so will you mail your card now?

Sincerely,

Selling wax candles to churches by mail is a unique business, and it is being done successfully by **at least one** concern. Here is one of their letters:

REVEREND AND DEAR FATHER:

I wonder if you will be good enough to help me out of a little difficulty?

Will you take the enclosed sample of pure beeswax, feel it, smell it, actually taste it—and see **if** ever you have seen beeswax of such velvety smoothness and purity?

It's real beeswax, that's why—the same beeswax we have **been** using to make Altar Candles for many years. On your altar, these fine beeswax candles give a full, brilliant, dependable flame, without sputter or smoke, making a light at once cheerful and beautiful.

Will you try these rich, lustrous yellow candles—if we send you a case or more at our own risk and expense—**FORA WEEK'S FREE TRIAL?**

Mind you, Father —, this will not cost you a penny. Even the postage on the enclosed envelope-order form is **prepaid.**

Just your name and address on this form will bring you one or more cases of fine beeswax candles—in whichever grade you use—51%, 60%, or 100% pure Beeswax. Pick out as many as you like for your test. Burn them for a week. Then decide!

If these are not the finest candles you have ever used, regardless of price, if they do not burn with a cleaner, brighter flame, without flickering or smoke—send back those that are left and owe us nothing. Otherwise mail us the special low Introductory Price, and the candles are yours.

You see, these beautiful candles were made not merely to sell. They are not to be confused with the cheap, shoddy kind that is offered at ridiculously low prices. Our primary purpose is to give you the best candles that 96 years of practice and experience make possible, and then to sell them at the lowest direct-by-mail price consistent with their fine quality.

And that brings me to the favor I want to ask of you: We are making a complete, country-wide record of the size and shape of candle used in each Roman Catholic Church. And we have not yours. Will you be good enough to glance at the last invoice you have for Mass Candles, and tell us the size and shape you use? With that information before us, we can send you the exact kind that you like best.

Send no money—obligate yourself in no way. Just your name on the enclosed trial-order form will bring you one or more cases of candles—prepaid—for a WEEK'S FREE TRIAL. There is only one thing. This is the first time we have ever made such a Free Trial offer in all our 96 years of business. Our Board of Directors has given us permission to test it in this one instance—but only for two weeks. To get the advantage of this special offer, the enclosed form will have to be mailed right away.

Father —, won't you glance at your last invoice now, jot down the size and shape of your candles on the envelope-order blank, and mail it? We shall very much appreciate the courtesy.

Respectfully,

Life insurance—although this may surprise you—can be

sold just as successfully by mail, and has been to the tune of many millions.

I Wonder If You Can Qualify
As A "PREFERRED RISK?"

DEAR SIR:

Here is an amazingly easy way to end money worries for your family—if you can qualify as a "Preferred Risk."

The Board of Trustees of the Blank Life Insurance Company has authorized me to extend to you—if you qualify as a "Preferred Risk"^m—INSURANCE PROTECTION AT A COST OF ONLY \$1 A MONTH!

\$1 a month brings \$1,003 protection to your family, if your age is 28. If you are over 28, \$1 a month protects your family to the amount, corresponding with your age, in the enclosed folder.

If you are in the "Preferred Class," no medical examination will be required of you—just the filling out of the simple Application Form enclosed, and its return with the first month's premium of \$1. Immediately upon acceptance of your Application by the Board, you and your family will be protected to the amount shown opposite your age in the enclosed folder.

So you may realize what a saving this will mean to you, let me say that this same protection, under other policy plans, costs all the way up to \$40 a year. Yet there is no life insurance protection quite so secure as that given under the laws of New York State. Those laws were formulated by Charles Evans Hughes, later Chief Justice of the U. S., and they were written for the protection of the Policy Holder.

Now you can have the advantage of this New York State Insurance Law—the most exacting in the U. S. Now you can have its protection—regardless of where you live. For the Blank Life Insurance Company has for 28 years written all its insurance under the New York State laws. It has paid to policy holders, promptly and fully, more than \$40,000,000.00. It has even more than that in outstanding insurance, and over \$21,000,000.00 in assets.

Is such secure protection for your family worth \$1 a month

to you? \$1 a month is a lot less than most insurance policies would cost you, yet it gives you all that life insurance was ever designed to give—the maximum of permanent protection for your family at the minimum investment.

"There is but one function for the institution of life insurance," says Shepard Homan, compiler of the American Experience Table of Mortality, "—that is PROTECTION."

When the U. S. Government mustered out its soldiers after the war, it gave them the privilege of converting their insurance into a standard, old line, legal reserve policy at very little more than the actual cost to the Government of carrying it. That insurance gives these veterans just one thing—PROTECTION. But because this is the one vital thing, hundreds of thousands of ex-soldiers held on to that insurance as the cheapest and best they could buy.

Yet, if you are a Preferred Risk, you can get a standard old line, legal reserve Life Policy, and for the first five years it will cost you very little more than Uncle Sam is charging his ex-soldiers--only \$1 a month. After five years, the premiums go up to their regular rate of \$2 per month.

Of course, not everyone can get the advantage of this low rate. You have to be a sound "risk⁷" to be accepted. But, if you can qualify, we know of no other policy which gives you such complete and secure protection for so low a cost.

Your family should have that **protection—NOW**. Is it worth \$1 to you to give it to them TODAY? Then put your name on the simple Application Form enclosed, attach your check or \$1 bill, and mail it now. Your \$1 will come right back to you, if for any reason we are unable to accept your application without a medical examination.

Sincerely,

The foregoing are just a few of the approaches that can be used to sell various products by mail. Every day someone works out a new approach that makes possible the sale by mail of some product for which such sales have never been attempted. The approach is the thing.

The story is told of the elder Astor that when he was a young man he suddenly found himself proprietor of a shop for women's hats. Knowing nothing of the business, he went out to the park to think what he had best do. Presently he noticed a stylishly dressed woman with a most becoming hat. He noted every feature of it, then went back to his store, found one like it, and put it on display in the window. Going back to his park bench, he watched for other and more fetching styles until he had a dozen of the best on display, and numbers of customers in his store. That was *his* approach.

XXVIII

How to Raise Money by Mail

THE CHARITY FUND RAISING ORGANIZATIONS of New York once gave a dinner to the secretaries of all these philanthropies. Several hundred attended. One of them had a niece who happened to be visiting him from the country, so he brought her along, expecting her to be much impressed. She was. Coming to the big dining room and seeing what a crowd was there, she turned to her uncle aghast. "Uncle," she exclaimed in a very audible whisper, "do the poor of New York have to support all these people?"

The Secretaries of Charity Organizations are, for the most part, an earnest, hard-working group, doing wonders in the way of money raising. And many of them do it at remarkably small expense. Dozens of effective methods of appealing for funds have been worked out, of which perhaps the best is that of showing the picture of some crippled child, telling his pitiful story, and then leaving it to the reader to multiply that story by thousands.

You see, it is difficult to get much worked up over statistics. You read with comparative indifference that 36,000 people are killed and 1,000,000 injured each year in auto accidents. But just let you witness a little child being run down, let you hear the anguished cry of its mother, let you look at the pitiful, mangled remains, and you will never feel indifferent again. Every time you read of an accident, you will see

again that mangled child, you will think of the bereft mother, and you will resolve to do something to see that this wholesale slaughter is stopped.

The same is true of any great catastrophe — of earthquakes, or floods, or famine, or war. We cannot stand seeing others suffer without feeling the urge to do something to help them. Fund-raisers have learned this, which is why they so often send you a picture of a crippled child, or a starving baby, or a badly injured woman against the background of some great catastrophe. They appeal first to the emotion, and follow that with a swift shift to the intellect. They work up your feeling of pity, and follow it with a logical reason why you should give, lest similar catastrophe come close to you. Here is the way it was done by one tuberculosis association. In a childish scrawl across the top of a letter, there was reproduced the following —

DEAR T. B. PEOPLE:

Thank you for helping to save my daddy's life and bring him home safe again and not being sick and coughing all the time like he used—

Then underneath it came the appeal —

DEAR FRIEND:

The above is an exact copy of a part of a letter received by the Association. We are passing the thanks along to where it belongs—To the people who bought Christmas Seals last year. For without their help we could not have arranged for "Daddy's" cure.

Will you help us to bring others back home, safe and well, by next Christmas?

We have already sent you your Christmas Seals, so you could help. In the rush of things, you have overlooked sending in your remittance in the addressed envelope we sent.

Your dollar can never do more good, nor be spent in a better way, than to help those who are sick and unable to help them-

selves. Won't you help us to finish the job by sending **yours NOW?** Please don't wait.

Sincerely,

If that does not bring back the money, there follows a letter with a snapshot of an undernourished youngster in the corner, hopeful, appealing-looking, and this message from him:

DEAR FOLKS:

I am Junior Smith. This is my picture. I was sick for a long time, and it didn't seem that I was ever going to get well. Then the Blank Tuberculosis Association said they would help me. So last November they took me to the Tuberculosis Camp, where they help others like me to get well.

Now I am getting well and strong and will soon be able to run and play again. I can then grow up to be a big strong man. I hope a lot of people bought Christmas Seals, so a lot of other boys and girls in Smithtown can be helped to get well.

Thank you,

Under it comes the follow-up from the Association:

P. S.—We don't want to overburden you, but our former letter requesting a remittance for the Seals we sent you was evidently overlooked. We will deeply appreciate a dollar, or any amount you wish to send.

Forgive me for calling it to your attention, but the need for tuberculosis work this year is unusually urgent. We must help hundreds of others like Junior Smith.

Please put your check or money in the enclosed envelope and mail it NOW.

Gratefully,

Summer Camps have worked out effective appeals along similar lines, many of them using the "Before and After" pictures. They show some poor, pale youngster from the slums as he looked in the heat of the big city. Then they show a picture of him after a month at camp, with plenty of fresh air, food, and exercise. With it, they show camp-fire

scenes, swimming hole, fishing, and all the things you loved to do when you were a boy, and end with a letter along the lines of the following:

DEAR MRS. SMITH:

This is Phillip Jones' application, a good boy who wants to go to Camp but has no money.

His folks have had a very hard time indeed this winter and Phillip needs good substantial nourishment.

One dollar a day will pay his way. I thought you might like to help us take him for two weeks.

If you would be good enough to return this Application with your contribution, I would appreciate it.

Sincerely,

It is a fact, which all will admit, that what helps one helps all, so even though the benefit be indirect, we all benefit from any good that may be done for the children of the slums, we all benefit from any help that may be given them to grow into healthy, happy, successful men and women. Knowing that, there is an appeal to our reason, so all we need is a strong enough emotion of sympathy to make us dig down into our jeans and give 'til it hurts. Here are several such letters that proved unusually effective:

DEAR MR. JONES:

What if a thousand needy people came to you for help?

Wouldn't you be aghast if, without any warning, a thousand sick or unfortunate people all appealed to you—all looked to you for help in their troubles?

You'd do what you could, I know. So I am confident that you will help us to take care of the more than a thousand sick, needy, or unfortunate who come to us each year.

As a property owner in Blanktown, you will want to do your share towards helping those of our neighbors whom ill-fortune has struck down. You have probably read that little verse—

"Would you know life abundant,
Love doubled for all you give?
There is a means no surer
Than helping someone to live."

Ellen H. Jones

You can help numbers of unfortunates among your neighbors here to live again by contributing \$25, \$50, \$100 to the Community Chest. May we count on you?

Gratefully,

DEAR NEIGHBOR:

"Brother, can you spare a dime?"

Perhaps you remember that phrase from the depression days of the '30's. Perhaps there were times when you even felt like saying it yourself.

If so, you'll have a fellow-feeling for those who, through sickness or accident or other misfortune, are having to come to us today for help.

Misfortune hits most of us at some time in our lives, often through no fault of our own, and if we could not look to friends and neighbors for a helping hand, we'd be pretty badly off.

But folks do have a heart, and they do open both heart and pocketbook to friends in need. That is why I feel so sure that you will help now with the Community Chest.

The money you give is for your friends and neighbors here in town, to help in times of need. I know I can depend upon you to dig down generously in so good a cause.

The one who calls to see you to get your pledge will be one of your neighbors, giving of his time and effort to help without thought of compensation for himself. So receive him as a friend, won't you, and make his task as easy as you can.

He will appreciate it, and so will we.

Sincerely yours,

DEAR MRS. JONES:

Will you be one of the "First Families" of Localtown the dozen or more who, by their unusual generosity, are making happier and brighter the lives of the sick and unfortunate in our community?

In the past year, we have lost some of our most generous patrons. Their going will leave a gap of some \$7,000 in our funds.

But there is an old saying that when one door closes, another opens. There always have been generous souls . . . there always will be . . . and I know that our need will open the hearts and the purses of those of you who can afford it.

Will YOU be one of them? Will you subscribe \$1,000 for the infirm and the unfortunate in our midst? I know we can count on you for the utmost possible,

Sincerely,

This Plan Is Helping Thousands

To End Their Worry About Tuberculosis!

DEAR FRIEND:

Human beings do not come like buttons from a mold, but in individual packages. There is a prize in every package—but many people never seem able to find theirs.

This civilization of ours is based on giving every man a chance to find the prize in his packet of life. It is based on the strong helping the weak, on the fortunate sharing some of their gifts with those unable to fend for themselves.

That is why we are taking the liberty of sending you the enclosed Christmas Seals. You are one of the fortunate ones. You are strong. You are able. You have found the prize in your package. Will you share a little of it with those less fortunate?

The money you send for the enclosed seals will not be wasted on overhead and the like. More than 80% of it goes direct to the needy. It enables us to provide one or two clinics every week. To test for tuberculosis in the public schools. To give emergency relief in newly discovered cases. To prevent other members of the family developing the disease. To put many in sanitariums and help even more at home.

Will you help? Will you share a little of the good things you have won from life with these poor souls who are unable to help themselves? Will you act the part of the Good Samaritan, by helping to bind up their hurts, by making it possible for them to be healed?

The enclosed envelope is for your convenience. Will you put your remittance into it and mail it NOW? On the part of all those you are helping, I say sincerely—"Thank you!"

Gratefully,

Then there is the seldom used but popular method of helping people to help themselves. Most of us have heard too many stories of families that sit back and wait for relief checks to come to them, refusing to lift a finger for their own help. A letter like the following sounds refreshing:

Here Is a Plan Which Is Helping
Thousands to Start Life Over Again!

DEAR SIR:

For three years now, you have been giving generously to help those in desperate need. And the chances are you are getting a bit tired of their continuous calls upon your pocketbook.

What a relief it would be to lend a hand to a man who would use whatever you gave him to start afresh and look after himself thereafter?

That is what is happening down in the soft coal fields of Pa., Ky., and W. Va. The Quakers down there are teaching the miners how to earn a livelihood, *regardless of whether the mines run or not!*

They are showing them how to make furniture, to weave rugs, to take leather and make shoes, and especially they are making it possible for them to raise their own food. And they are doing it with a very little money. Largely they are using gifts of machinery and equipment and clothing—old sewing machines, spinning wheels, shop motors, grinders, and the like.

Have you anything that would help to equip a shop to make these sturdy workers self-supporting? The Quakers aim to so equip each community that it will be able to supply all its own needs. Have you anything that will help? If not, will you feed one family for a week, to help them carry on until their little gardens produce?

\$10 will feed a whole family for a week. Will you adopt

one for just one week—take its feeding upon your shoulders? The enclosed envelope is for your convenience. Will you use it *now*—**TODAY**?

Sincerely,

Then here is one that was used most effectively in the early days of World War II:

DEAR NEIGHBOR:

You remember the story of the traveler of olden days, who was set upon by robbers, wounded, and left for dead. Several very worthy people saw him lying by the roadside . . . and passed him by . . . but an ordinary, good-hearted fellow came along, picked him up, bound up his wounds, and cared for him until he was well. It is written that this Good Samaritan laid up treasure for himself in the one place where "you can't take it with you."

There are robbers today, as mean as any of olden time, who have set upon inoffensive people like you and me and are daily leaving the roadsides lined with wounded and dying.

Will you be a Good Samaritan to some of those brave English men and women and children who are taking everything the Nazis can give them of bombs and bullets, yet standing doggedly by their ruined homes with never a whimper, fighting their fight and our fight and the battle of all civilization?

Those hardy Islanders have stood off the threat of invasion. They have held their own against Hitler's Air Armada, though outnumbered five to one. But they can't stand off cold and hunger and the lack of medical supplies. You must help them with these.

Will you help? Will you send \$1—\$5—\$10— any amount you can spare to Arthur I. Davidson, Treasurer? If there is a way "you can take it with you," this is it . . . playing the Good Samaritan, helping those who are doing their utmost to help themselves . . . and you.

Sincerely yours,

Lastly, there is the plan of getting together a central group of well-known citizens, and getting each to write a **personal**

appeal in his own name to ten friends. For such, a letter along the lines of the following has been found effective:

DEAR JIM:

Will you join me in helping an old friend of ours out of a serious "hole?"

Dr. Jones came to me about it. I promised him I'd lend a hand, and told him I thought I could promise as much for you, too. He doesn't ask much of us, but if each one of those he is counting on does his bit, it will pull our friend out of the hole.

You see, it is the Blank Institute that is in difficulties. You know it, of course. It is one of the few places where a man down on his luck can still *go* and get a meal and a place to sleep and help in landing a job . . . without having to supply his birth certificate or dog license, and without putting up a cent.

So many people have been calling on this Institute for help this past year that it has had to spend every penny on them, with the result that it is eight months behind on its own rent, and the landlord has served it with a dispossess notice. And if that should go through, I don't know what would happen to a lot of these poor fellows who don't know where to lay their heads from one night to the next.

Dr. Jones has appealed to a number of us to each put up \$10 to pay the back rent and start the Institute afresh. I promised for myself and assured him I thought I could promise for you, Jim.

Will you join me in this? Will you send me \$10 that I can add to my own \$10 and hand to Dr. Jones for this really worthy work? Here is a stamped envelope for your convenience in mailing it. I'll be looking forward to hearing from you, Jim, SOON.

Sincerely,

These are some of the ways to raise money by mail. There are dozens of other methods of getting people to give, which we shall go into in another work—the principal among them being the appeal to vanity. Many a man will give freely, if it means seeing his name blazoned across a newspaper page,

when he will give for no other reason. Even small contributors can be given this same satisfaction. But that is subject for a later chapter.

Next to giving to charity is the plan of getting contributions for some worth-while cause like—let us say—the Liberty League or Prohibition or anything of the kind. One project I once worked on was a plan to interest people in a league to enforce public economy. Here is the letter we tried. It brought a good response, but as you may have noticed, it did not affect public expenditures in any noteworthy degree. Pasted at the top of the letter was a brand new penny.

Here Is the Most Profitable Invention Ever Made—
The Idea that Borrowed Money Must Pay INTEREST!

DEAR NEIGHBOR:

Just this little, insignificant penny, put out at 4% compound interest in the year One A. D., would today be worth \$1,227,000,000,000,000,000,000,000,000,000,000,—many times the wealth of the entire world!

That shows how interest on borrowed money can mount up. Benjamin Franklin gave a graphic illustration of the idea when he bequeathed \$1,000 to a charitable enterprise, with the provision that it be put out at compound interest until it amounted to a sum sufficient for the purpose he had in mind. At 6%, compounded quarterly, that \$1,000 would today amount to \$5,190,000.00!

If a single penny put out at interest can grow to such proportions, if \$1,000 at interest can mount up so rapidly, imagine what Thirty-six Billions will amount to in a few years if left to grow compounded by budgetary deficits. The public debt of the U. S. Government is today more than \$36,000,000,000. For the last year and a half, it has grown at a rate of more than \$4,000,000,000 a year, and the indications are that next year will show an even greater increase.

Unless that mounting debt is speedily checked, the country

will be in danger, and the depression now ended may be as nothing to the one we may still have to go through.

There is only one way to avoid that. Put an end to the NEEDLESS spending that now threatens to wreck the whole structure of our Government. Spend for NECESSARY relief—yes—but cut out the unnecessary spending that has doubled the relief rolls and thrown billions into all manner of wasteful projects.

Will you help to stop that waste? You are paying for it now and you are going to keep on paying the rest of your days. No matter what your occupation or earnings, you are now working for the Government one day in every four—and not getting your money's worth. You'll be working for it half your time—or perhaps all your time—if something is not done soon.

The purpose of The Blank League is to do something to stop this waste. But we can't do it alone. We need help—the help of every intelligent voter, for it is only as we can show ourselves to be the voice of a large section of the public that we can have any weight with Congress. Will you join? Will you send \$1 as your contribution for one year's work?

What can we do? Four years ago, we were instrumental in stopping most of the ever-mounting payments to veterans *not* injured in the war—and thus saving annually over \$300,000,000 of the taxpayer's money. We can do even more now, we believe.

\$1 put into this work will bring your country a greater return, we truly believe, than any you have ever spent. \$1 now will help to save hundreds and perhaps thousands in taxes **later**—and what is more, it may help to save you a free Government, for who knows what form of Fascism or Communism might follow a real financial difficulty?

Will you help? Will you help protect the Treasury against the hordes who are trying to raid it? Will you use the enclosed blank to enroll in the non-partisan membership of the Blank League for the single purpose of checking Government waste and getting rid of those **Old Men of the Sea**—the twin threats of confiscatory taxes or disastrous printing-press money?

Sincerely,

One of the most interesting trends of the last few years has been the growth of forecasting and interpretive agencies to tell you what Washington is going to do next and to interpret what it is doing. Some of these appealed to the "Gain" motive, so they properly belong with the money-raising letters. Typical of this class is the following:

How To Read the Future So You Can

*Laugh at **Business** Worries In the Months **To** Come!*

DEAR SIR:

You remember the tale of the Wall Street broker who was asked what one thing he would wish for, if he could have anything he wanted. "To know TODAY," he answered, "what the market will do next Thursday."

Everybody wants to know the future—wants to learn ahead of time what of good fortune is awaiting him there. But to men in business or in the market, such knowledge, gained ahead of the crowd, is oftentimes of untold value.

For it is not personal ability that makes people rich or successful, so much as OPPORTUNITY. When Mr. So-and-so made \$35,000,000 out of a \$253 investment, it was through no unusual ability of his own. It was simply his "inside knowledge" of the profits likely to come to the aircraft companies through Government subsidy.

And it is through "inside" knowledge and understanding of what is happening in Washington today that you can plan your business and your investments so as to be able to laugh at business worries in the months to come.

Would you risk \$1 for such "inside" information each week for the next eight weeks? If you would, then use the enclosed Trial Order blank at once.

You see, Wall Street is no longer the arbiter of American business. The nation's financial capital has moved from the banks of Wall Street to the banks of the Potomac. Wall Street is still a power, of course—but its sway is passing. It is what goes on in Washington that will determine the ups and downs of business in the future, far more than any schemes of the "money changers" who used to sit in the seats of the mighty.

So it is not the Market you need to watch today. It is the Capitol. And it is not the froth of speech-making. It is the quiet planning that is going on behind the scenes. That is where history is being made. That is where the future success of your business and your investments is being determined. You can wait for the news reports of those plans in the daily papers, and make what meaning you can out of them, or you can get advance information on them, with a thorough digest of just what they will mean to you and to your business, by reading—

The Private News Letter
Of the Such-and-Such Company

For more than 40 years, the Such-and-Such Magazine has given in each issue a review of the events of importance of the previous month, showing their relation one to another, and how they affected the world plan as a whole. Today, history is being made so rapidly that the men who guide the destinies of business need not only a resume of the past, but what is being planned for the future. So we have arranged with the man who, in our opinion, shows the greatest insight into the meaning of the present administration, and has perhaps the most valuable contacts in Washington—John J. Smith—to write for us a private News Letter each week, and then fill in each month in the Such-and-Such Magazine the entire background needed to understand what is going on in Washington today.

John J. Smith taught Economics for several years at Blank University. He has written a number of books on Wall Street and Washington. He edited the Blank Weekly, and later the "So-and-So." He not only has a thorough grasp of the whole subject, but his wide contacts give him inside information impossible for the ordinary writer to obtain. To those men to whom others look to guide the destinies of their business, Smith's letters will prove indispensable. They will provide the information without which it is impossible to intelligently plan ahead.

Will you TRY them? Will you let us send them to you for eight weeks—just to PROVE to you how valuable they are, what a clear insight they give into what is going on in Washington, and what it will mean to you?

The price of the Private News Letter each week is \$7 a year.

Of the Such-and-Such Magazine, **\$3** a year. Of the two together—the Weekly Letter and the monthly background—\$9 a year, payable **\$1** with order and **\$2** monthly or **\$8** cash.

BUT IF YOU WILL MAIL THE ENCLOSED SPECIAL **8** WEEKS' TRIAL ORDER BLANK AT ONCE, WITH ONLY **\$1**, WE WILL SEND YOU BOTH THE WEEKLY LETTERS AND THE MONTHLY **SUCH-AND-SUCH** MAGAZINE **FOR** TWO MONTHS, AT LITTLE MORE THAN **HALF** THEIR REGULAR COST!

Never in our history has there been a time when the news of Washington held more of importance to you and to your business than it does today. The next eight weeks may bring revolutionary changes to many industries. To others, it will give opportunity such as they have never seen before. If you are one of these, the advance information given you by these weekly letters may be worth to you hundreds and thousands of dollars.

Will you risk **\$1** for eight weeks of such advance information? Will you send the Trial Order form **NOW**?

Sincerely,

To those who took advantage of this short-term offer, a series of letters was then written along the lines of the one that follows, urging them to subscribe for a full year:

DEAR MR. JONES :

19— will be, for insiders, a "buying year."

You remember when Russell Sage was asked the secret of his vast fortune, he said it was—"Buying straw hats in January!"

Well, that's true, for buying straw hats in January means buying when stocks or commodities are a drug on the market, and then selling when everyone else is bidding them up sky-high.

It's sad to confess, but the mass of the people usually guess wrong. When stocks are at the peak, they buy. When they are on the toboggan, they sell.

Business moves in cycles, you know, and if past experience counts for anything, 19— is a year in which to buy. Commodities, stocks, almost everything, are still near their bottom prices. They have started up, but they have a long way yet to go.

Next year, everybody will be climbing on the band-wagon.

But next year, anybody will be able to read the signs which are understandable now only to the insiders. Bank deposits rising. Commodity prices going up. Big credit expansion starting in the banks. Business indicators suggesting a big increase in activity in October and November. Do these signs mean anything to you?

Over in England, they have been enjoying a stock market boom for months. Many stocks have advanced so far in price as to make new high records since the War! Why has not the market here been doing the same?

Because Wall Street is no longer in the saddle. The determining factors in the rise and fall of stocks and commodities come out of Washington—*not* Wall Street!

Washington wants no runaway stock market, so there'll be no 1929 boom. Washington already controls the issuing of new securities. It is going to have a large voice in the handling of those already on the market.

To keep in touch with the world of business and finance today, to even invest your money with safety, you must know what is going on under the surface in Washington. And we know of no better way to learn that than through the Weekly News Letters of the Such-and-Such Magazine, with the monthly background supplied by the magazine itself.

The price of the Weekly News Letter is \$7 a year. Of the Such-and-Such Magazine, \$3 a year. By using the enclosed card at once, you get both together for only \$9, payable \$1 a month, or \$8 cash.

Just your name on the enclosed card will keep the News Letter and Such-and-Such Magazine coming to you for the next 52 weeks. You need send no money now. Bill for the first month's payment of \$1 will be mailed you in due course. But to keep getting without a break your Weekly Letter, giving the inside information on what is happening in Washington, your card will have to be mailed right away!

Sincerely,

Here are other letters along similar lines, showing how services of this type can be sold successfully by mail.

What Would You Give To Know When Prices Have Hit Bottom?
Would You Risk \$1 for It?

DEAR SIR:

If I were to tell you that Government expenditures in the last war were relatively lower than in the Civil War, you'd probably laugh at me. Yet compared with the normal for each period, the last war cost us less than either the Civil War or World War I.

More to the point is the fact that the trend of prices and business since the war has followed the same pattern as after our two previous great wars.

Are commodity prices really on the toboggan, or is this merely a temporary readjustment? How about stock and bond prices? Have they hit bottom? And what effect is all this going to have on business generally?

As far back as their movements can be traced, each of the major factors in business has followed a definite pattern in relation to all the others. When you know that pattern, you can pretty well predict what each is going to do.

Some economists will tell you that now is the time to buy stocks or bonds. We can tell you with authority that the historical pattern indicates that they must go lower before the trend will change.

You see, there is an "Elastic Limit" beyond which the price of stocks and bonds seems unable to rise. When they reach that limit, they break, and their trend from then on is downward, until they have reached their other "Elastic Limit" below normal.

It was through the study of these "Elastic Limits" that we were able to foresee the fall in bond prices so accurately that one bank of ours sold ten million dollars worth of bonds just two days before the bond market started its fall—and saved \$300,000 in one week alone!

It was through the study of this same "Elastic Limit" that we forecast the peak in stock prices, and hit it within a month. It was through it that we were able to warn our industrial and department store clients that the trend in commodity prices was about to turn downward.

What would it be worth to you to know how to judge prices, when they would hit bottom, when to look for the upturn?

Would you risk \$1 for it?

If you would, then use the order form enclosed to send for "PRICE TRENDS—and How to Gauge Them."

You will see how the different major factors in business act upon one another, how they follow certain historical patterns in their rise and fall, how you can tell almost infallibly from the action of one what to expect of another.

Through long years of study and experience we have worked out a standard measure through which we can gauge:

1. When the flow in each business stream is up and when down.
2. The sequence of the turn in the various branches of business showing how, over a long period of years, the turn in one has been followed by a turn in another, usually in the same sequence.
3. Where we are at present in relation to the ups and downs in prices. For example, we know that stock prices always rise higher than bond prices before they turn down, and always fall lower than bonds before either one turns up.
4. Today's stock prices are still quite a bit above normal, while bond prices are barely over the normal line. So the historical relation for an upturn in stock prices *does not yet exist*.

"PRICE TRENDS—and How to Gauge Them" is part of a service for which big banks and industrial concerns pay us \$150 a year. This little pamphlet may easily be worth that much to you by itself, but to enable you to test at slight cost the value of our service, we are putting a price on this pamphlet of only \$1.

It was in just such a period as this that the great Rothschild financial empire was started, and certain it seems that many far-seeing people will emerge from this period of readjustments with bigger and stronger businesses, greater fortunes. They will profit because they can intelligently follow the trends and anticipate what's ahead.

Will you try "PRICE TRENDS—and How to Gauge Them" if I send it to you subject to a week's trial—your \$1 to be returned to you if you are not more than satisfied?

Just your name and address on the enclosed form is all that is necessary. That—and prompt mailing.

"If any of the Wall Street forecasting services had your record for accuracy," said the Financial Editor of one of our great papers, "they'd be spreading their claims all over the newspapers." We prefer to have you prove the accuracy of our statements for yourself, at such small cost as to involve no risk. When we have shown you an accurate picture of the price trend, then we can hope to have the opportunity of serving you in other ways.

Will you risk \$1 on it?

Sincerely yours,

In Every Period of Economic Upswing,
Some One Industry Leads All the Rest.

DEAR SIR:

With my compliments, I am going to send you a copy of the Blank Forecaster. It tells a graphic story of what to look for in 19—. It gives you a penetrating analysis of current conditions. It shows you the forces at work in today's market, and where they are headed. Your name on the enclosed form will bring this Forecaster to you, with our compliments.

I am going to send this Forecaster to you, because every indication points to a big upswing in business and the market, and in most such movements, *some one small group outstrips all the rest.*

After the Napoleonic wars, as an instance, the world **was** sunk in debt and depression until it looked as though bankruptcy or repudiation were the only way out. Along came the steam engine and started a business boom that made anything that had gone before look small by comparison.

After the Civil War, gold from California and the opening **of** the West brought this country out of stagnation.

After **the** depression of 1929–32, it was the automobile industry that started the upswing of 1936.

Now, **with** fundamental economic forces already building a solid foundation for recovery, it looks as though such-and-

such stocks might be the ones to start the great forward movement of 19—.

Are you prepared to follow the leaders in a big upswing? Are you prepared to profit from a rise in prices?

Today is the day of opportunity. As you will see when you read the Forecaster, every indication points to a good year ahead for practically all industry. What would it be worth to you to know which industries will profit most? Would \$2 a week be too much to pay for such information? Would you risk that much for advance knowledge of what's coming in business and in the market?

Every week our bulletins will show you the trend. They will point out the industries and individual stocks that offer unusual opportunities, they will advise you definitely what to buy, when to sell.

But even more valuable than that is the review of your present holdings and the Consultation Privilege. We go over your portfolio, analyze what you now own, tell you frankly what its outlook is, and then give you specific recommendations for selling, for buying, for building an investment estate designed to profit to the greatest extent by the upswing ahead.

The price of the complete yearly Bulletins, with thorough analysis and review of your present holdings and complete Consultation privileges, is \$120, payable \$60 now, \$60 in six months. Actually, however, if you were to ask any of our subscribers what the Service costs them, they would likely tell you—"Nothing."

As one enthusiastic subscriber put it—"These Bulletins have been worth their cost to me sometimes ten, occasionally a hundred, times over. They have brought me more actual profit than I could have got in any other way.

That is what you will be saying at the year's end, we believe, if you use the enclosed subscription form now. On the back of this form is space for the listing of your present holdings. If you want the personal advice of experts who have spent 25 years analyzing securities, sit down now and fill out this list, and mail it back in the enclosed envelope.

"There is a tide in the affairs of men which, taken at the

flood, leads on to fortune." When you have read the Forecaster, I think you will agree that the flood tide is here now. The enclosed subscription provides chart and pilot to show you how to ride that flood tide to success. Will you use it? **NOW?**

Sincerely yours,

Are You Prepared To Profit

From a Boom in Stock Prices?

DEAR SIR:

The major sign-posts point to better business for the year 19—. And better business should mean a big upswing in the stock market. Not since the "fabulous twenties," in our opinion, have there been such spectacular opportunities for the canny investor as today's market offers.

All stocks are going up. There are good "buys" and bad ones even in a strong bull market. From the depression lows of 19— to the bull market top of March, 19—, the average recovery of all the stocks on the New York Stock Exchange was 49% of the decline from 19—.

But while the average stock was climbing less than halfway back, more than a hundred stocks SURPASSED THEIR peak prices, and **34 ACTUALLY DOUBLED** their 19— highs!

You could laugh at money worries in the years to come if you knew now which stocks were going to repeat that record in the months ahead. We don't claim to be prophets, so we are not going to predict what any particular stock will do, but we CAN give you a list of the stocks that surpassed their 19— highs in 19—, we CAN show you the thirty-four that DOUBLED their peak prices, and we can tell you which ones *are* out in front now.

If the average of all stocks rises—say 60 to 80%, you can look for certain favored stocks to go up 100 to 200%, because there are groups that are especially favored by present conditions. And in picking better-than-average groups, we can be of help to you.

Mind you, we are in no sense a tipster service. We do not pretend to show you how to build a fortune on a shoestring. Our service is for INVESTORS only, but to the man with money to invest, we can offer a service that before all else

brings every possible factor of SAFETY into his investments, and then points out to him from week to week the stocks likely to outstrip the market and show good profits.

Time was when many sound investors thought it the acme of conservatism to put one's money into some good stock or bond—and then leave it alone! But that time has passed. There is nothing so unsafe today as leaving one's investments alone. Like the tides and storms that have twice threatened the foundations of the Cape Hatteras lighthouse and made it necessary each time to rebuild it farther back from the sea, the storms and tides of business are constantly changing the value of even the most conservative investments. Today the price of safety is Watchfulness. Over the book value of every stock and bond you possess ought to be posted the words—"Subject to change without notice."

There is no such thing as PERMANENT SAFETY in investments. If you want to hold on to what you have, if you want to see it grow and increase, don't ever look for a PERMANENT investment. Constant watchfulness, readiness to change with the changing tides, these are the price of SAFETY and INCREASE. And these imply GUIDANCE.

That is where we can help you. For **34** years, ours has been the safe guide for investors. For **34** years we have watched the shifting tides of business, charting the shoals and reefs, sounding the channels. Now we offer you the benefit of that accumulated experience in analyzing your investments . . . in planning for your future course. Etc.

More and more restrictions are being placed each year on money-raising campaigns and on services marketed by mail. But when properly handled, ventures in both fields offer amazing possibilities.

People will give, when you have stirred their emotions. People will invest, when you have aroused their cupidity. And people want to know the future, so if you can persuade them that you are any sort of a Seer or a Prophet, they will buy your forecasting service.

It all comes back to the point we made in the beginning—

"What do they want?" What is the bait that will attract your fish and make him bite? Find that—and you will be as successful in bringing hack orders as any angler can be with a properly baited hook in bringing in the fish.

XXIX

The Ideal Sales Letter

YOU REMEMBER the newspaper editor's description of the ideal wedding:

"Take a beautiful heiress," he said, "have her elope with the chauffeur. Let the irate father pursue with a shotgun and a high-powered car. Throw in a smash-up, and heroic rescue, and a nip-and-tuck finish—and you have the ideal situation dear to tabloid readers."

And his advice to the cub reporter was to go to every wedding with that ideal situation in mind, see how many of the dramatic elements from that situation could be found in the function he was attending, and build his story around them.

Much the same thought can be used in writing letters. **No** matter what the product or service you are writing about, first put yourself in the place of your prospective customer. Think of every property you could possibly desire in such a product or service. Think of everything you would like to have it do for you. Work out the ultimate ideal, then write a letter that stresses every desirable point of that ideal product.

Here, for instance, is the basis for an ideal bargain appeal on linen tablecloths. Read it, then turn back to the old "damaged-set" letter, and see how closely we came to the ideal in our offerings with it.

We are manufacturers of Linen Tablecloths. We import the finest linen direct from Belfast—linen with the sheen of satin—so heavy it will stand alone, so strong it will wear forever.

Linen like that is worth a king's ransom, and costs just about that in the best stores. But by selling it to you direct, with no wholesaler or middleman or high store expenses or service charges, we can save you half the usual price.

But that isn't all!

Even at half the regular retail price, this linen is so costly that you may feel you still cannot afford it. But in manufacturing thousands of these fine tablecloths, we turn out an occasional one with some slight flaw in it—perhaps an uneven hem, perhaps a slight discoloration in some tiny spot—not enough to be apparent to the eye of any but the expert, but still not up to our standard of perfection.

Over the past few months, we have accumulated perhaps thirty or forty of these technically imperfect tablecloths. While they last, you can have one for one-third off our already low price!

Remember, though, we have only 30 or 40 of these, and we may not have another for months, so if you want to even see one, it behooves you to use the enclosed order form quickly.

When you have your ideal letter written to your satisfaction, let it cool for a day. The next day, go over it and cross out every descriptive phrase and adjective that cannot honestly be applied to your product. You will be surprised at how many you have left—more than enough to write the finest sort of a letter that will build a picture in your reader's mind so desirable that he will scarcely be able to refrain from ordering.

There is an old saying, you know, that there is nothing you can say about a 50-cent cigar that you cannot say about a 5-cent one—and some of the advertising you see in newspapers seems to prove the truth of it. You see, the only difference between an expensive product and one of ordinary price is usually one of degree. In a general way, they look alike, they are made of much the same type of material,

they will do the same things. The difference is in the degree of pleasure or satisfaction they will bring. And this is largely in the mind of the buyer.

So your job is to build a picture in his mind's eye of what he will get from your product or service. Build it with bricks he can handle, i. e., with words and mental images that are familiar to him. Do not exaggerate—or he will refuse to believe in it and will kick the whole structure over disgustedly, like a child trying to build with blocks a house that will not come out right. But keep it attractive. Keep it desirable—more desirable by far than the money or the time or the trouble it takes to build it.

Do not make the mistake of trying to stress in your letter all the points of your product. You can list them in a separate folder and make your letter the stronger for it. But find the one point on which your sale is likely to hang and build your letter around it. Let that be the focal point of your mental image, your picture, and let every word in it be a brush stroke that adds clearness and power to that one focal point.

Then remember that it is not enough merely to tell your reader to order now, or "Mail the enclosed card at once!" Why must he do this? What will he gain by doing it now? What will he lose by delay?

You must dangle certain bait before his eyes. You must hold over his head a "Sword of Damocles," the thread of which may be cut at any moment. Set a time beyond which orders will not be accepted. Or give a valid reason why the supply is strictly limited. Or announce an increase in price that takes effect on a certain date. Or make a special combination offer, good only for a limited time.

But whatever you do, make it sound as though you mean it. If you set a time limit, say positively that no orders will be accepted beyond that date. If you announce a raise in

price, tell him there will be no last-minute concessions. All orders not mailed by a certain date will take the higher price. Be definite—and be positive! You will lose a few last-minute orders, but you will gain ten times the number in those who are impelled to act the moment they read the letter—while the order card is in their hands—for fear if they lay it down they will delay and be too late.

These are the important factors of a successful letter. There are others, however, that add to or take away from its effectiveness.

The first essential is to get your reader to look inside the envelope. That may sound simple—and it is simple on ordinary correspondence—but when you have been circularizing in a large way and people recognize your envelopes as circulars at sight, then it becomes a problem.

Some people depend upon "teasers" on the outside of the envelope to arouse the reader's curiosity and make him look at the letter to see what it is all about. A really effective "teaser" is good, but the effective ones are scarce. As a general rule, it is better to try to make your envelope so personal looking and so attractive that the reader will at least want to know whom it is from and what it is about.

This can be done in various ways. If your name is too well known and your mere corner card brands the envelope as containing a circular, it frequently pays to use a box number in the corner, with an armorial design or a monogram or some such attractive insignia under it.

Using a window envelope sometimes helps, as does a change in the color of the envelope or in the size. If your mailings have been going in a No. 6 envelope, change to a baronial at times, from that to a Monarch, then to a No. 9 and back to your No. 6, varying your corner card on **all**, and sometimes changing the color as well as the size of your envelope.

One concern makes a specialty of letters on pseudo-telegraph forms, mailed in envelopes that look almost exactly like the yellow window envelopes Western Union uses for telegrams. We have tried them and found them very effective as a variation from our usual forms.

Another makes a "giant" telegram of it, using 18-point type, a giant envelope, and a pseudo-telegraph form inside to fit it. This in our experience has been even more effective than the other. But again it is just a novelty and will wear out quickly if used too much.

Such novelties, however, are invaluable to the man who does much circularizing, for they keep his appeal from going stale. People never throw away his letters unopened because they are never able to discount in advance what is inside them. But when they have taken your reader into your letter, their job is done. From there on, it is up to you to win his interest and turn it into a sale.

What is the most important factor in the making of your sale? Your letter! The circular helps, and the order card makes it easier—but the letter must carry the load. If you have not the stuff in it, it does not matter where else you have it. It will not do you much good.

So put your best efforts into your letter. Keep an "idea file" of good starters, good descriptions, good closers, good pointers of all kinds—not to copy, but to inspire you to new and better ideas. There is nothing like glancing over a few such ideas to stimulate your own brain cells into action.

And always remember that the point that sells your customer is not what your product is, but what it will do for him!

Remember, too, that the purpose of a letter is to put ideas into your reader's head, so be careful not to put in negative ones that you will have to take out again before you can make a sale.

Some people will tell you never to write long letters,

others never to make them short. Both are wrong—as didactic extremists usually are. As a general proposition, it is advisable to make your letter short and snappy when you are trying for inquiries and all you want is to win enough of the prospect's interest to make him ask for further particulars.

Before a man will definitely commit himself to buy, however, he wants to know all about the thing you are offering, and you cannot tell him that in a short letter. So tell your story, no matter how long or how short it may be, striving simply to keep it interesting. The only safe measure you can apply is the one Lincoln gave when some one asked him how long a man's legs should be: "Long enough to reach the ground!"

Index

A

Action:
 inducement to, 2
 inducing, examples, 70-71
 penalty for not taking, 68
Acquisitive feeling, 8-13
Appeals, 4-7
Applied Business Correspondence, 81
Approach, importance of, 429-430
Attention-getters, 1-7, **396-397**

B

Bags, traveling, sale of, 164, 204-206
 lock featured, 202-203
Bait:
 find the right, 452
 letters as, 1-7
Bargain appeal, 143-146, 220
Barton, Bruce, 84, 129-132
Bathrobes, mail sale of, 227
Beauty preparations, mail sale of, **387-389**
Beck, Thomas H., 81, 83
Birth certificates, mail sale of, 410411
Blair, John, 27, 81, 159
Blankets, mail sale of, 228-229
Blue Books, 283
Book of Etiquette, 13, 292
Book of Life, 253
Books, psychology:
 circular on, 249-253, 257-262
 mail campaign on, 247-249
 premium offer on, 256
 response on, 249
 returns on, 253
Boring machines, mail sale of, **305-306**
"Born gamblers," 306
Boys' suits, mail sale of, **329-334**
Brush script, use of, 399
Business Correspondence Library, 80

Business Week, 338
 direct-mail campaign, 340-345, **345-348**
 renewal letters, 349-351
Buying motives:
 desire, 47
 examples of, 4748
 six prime, 48-49
 examples of, 50-53
 vanity, 307

C

Calendars, mail sale of, **413-414**
Campaigns, Great Letter:
 Eliot's Five-Foot Shelf, 84-97
 H. G. Wells' *Outline of History*, 140-149
 Junior Classics, 101-107
 O. Henry, 109-114
 Powellton Coal and Coke, 75-82
 psychology books, 247-253
 traveling bags, 165-166, 202-206, 211-213
Candles, mail sale of, 426-427
Caples, John, 306
Catch-phrases, 8
Chance, last:
 emphasis on, 112
 offer, 112
Charitable appeals, **431-438**
 personal circularization, 439
Circular, use of, 139, 147
Circus barker, 59, 63
Circulation, quality, 338
Cobb, **Irvin**, 136-138
Coke, selling, by mail, 75-79
Cole, George H., 302
Collection letters:
 appearance of, 363
 fear motive, 361
 firmness in, 361
 on unsolicited goods, 358-359

Collection letters (*Cont.*):
 persuasion in, 53
 examples of, 53-55
 persuasion motive, 361
 premiums for prompt payment, 368-370
 threats in, 53
 Collier & Son Co., 81, 83
 Collier's, 81
 Comfort appeal, 220-221
 Confidence:
 customers', 99
 winning, by mail, 98
 Contact, point of, 4
 Convenience featured, 167
 Copy:
 images behind, 123
 plan behind, 119
 wording of, 122
 Credit letters, mail sale of, 423-425
 Customer, keeping him sold, 178
 Customers' confidence, 98

D

Damaged-set letter, 120
 Description:
 long-winded, 29
 put life into, 36
 Desire, reader's, 2
 Diamonds, mail sale of, 412-413
 Doctor, appeal to, 6
 Doubleday, Nelson, 13, 26, 124, 292
 Dresses, mail sale of, 314-323, 325
 Druggist, appeal to, 5

E

Effectiveness of letters, 1-7
Elbert Hubbard Scrap Book, 99
 Eliot, Dr., 406
 Eliot's Five-Foot Shelf of Books, 406
 analysis of letters, 95-97
 details of the campaign, 87-95
 first letter, 85-86
 first mailing results, 84-85
 Emerson, Harrington, 109
 Emotional appeals:
 desire for wealth, 12
 fear, 13
 six prime, 48-49
 examples of, 50-53
 vanity, 13

Emotional type of letters, 41-46
 Emotions:
 arousing, 9, 11
 fear, 69
 prime human, 3
 Encyclopaedia Britannica, 406
 Envelope:
 appearance of, 306
 catch-phrase on, 25
 color of, 456
 size of, 456
 window, 456
 Essentials of good letter, six, 73
 Eyttinge, Louis Victor, 364

F

Familiar chord, similes that strike, 31-36
 Farmer, appeal to, 5
 Father, appeal to, 4
 Field glasses, mail sale of, 408-409
 Fill-in, 27
 First-class mail, 25
 Fold of letter, 27-28
 Folders, use of, 26
 Food, mail sale of, 334-337, 417-418
 Forecasting letters, mail sale of, 442-451
 Free-examination plan, 57, 110
 Free-trial offer, 188-189, 239
 Fund raising by mail, 431
 Furs, mail sale of, 323-324

G

Gadgets on letters, 396-399
 Giant letter, 202-204, 208-210, 219

H

Harum, David, 30
 Harvard Classics, 84, 100, 406
 Harvard Classics Shelf of Fiction, 99
 Headline, importance of, 306
 Health products, mail sale of, 372
 History of Nations, 107
 History of the World War, 25
 Hook in letters, 68
 examples of, 69
 Hooven letters, 234
 Householder, appeal to, 5
 Housewife, appeal to, 6
 "How" appeal, 283

I

- Idea:
 basic, as selling point, 75-76
 putting across, 29
 selling, 171, 183
- Immediate action, need for, 223
- Impulse:
 supplying the, 59
 examples of, 63-67
- Insertions, 27
- Institute of *Efficiency*, 109
 letters on, 115-118
- Insurance agents, appeal to, 6
- Insurance, mail sale of, 385-386, 414-426
- Intellectual type of letters, 37-41
- Interest-arousers, 1-7
- Interest, winning, 3
- Irving, Washington, 30

J

- Journal of Modern Business Management, 351
 direct-mail campaign, 352-354
 renewal letters, 355-357
- Julius, E. Haldeman, 283
- Junior Classics, 101-107

K

- Kipling, Rudyard, 124-126**
- Kleid, Lewis, 396

L

- Lagnappe, 309
- Leaders, business, how to reach, 338
- Legend of Sleepy Hollow, 30
- Letterheads:
 colored, use of, 26
 mail sale of, 416-417
- Letter requirements, summary, 453-458
- Letters:
 acknowledgment, 178
 appealing to vanity, 289
 business, purpose of, 8
 charity, 431-438
 clever, 285
 vs. effective, 286
 close of, 68
 definite action, 72
 persuasion and inducement, 72

Letters (*Cont.*):

- collection (see Collection letters)
- "Dollar Bill," 394
- "Do me a favor," 235-237, 254, 293-294
- emotional type, 41-46
- favor, 169-171
- feel in, 74
- German mark, 395
- giant size, 202-204, 208-210, 219
- "Give me two minutes," 294-295
- health, 372-376, 377-383
- Hooven, 234
- importance of, 139
- in a bottle, 393
- intellectual type, 3741
- length of, 457-458
- love, 9
- match books, printed on, 393
- news interest in, 14
- on telegraph forms, 457
- perfumed, 400-401
- pin, 367
- right feeling in, 12**
- renewal, 349-351, 355-357
- sales, 453
- separate enclosure in, 224
- six essentials, 73
- string, 364-367
- stunt, 306
- telegram, giant, 457
- Life Extension Institute Course, 132-136
- Life insurance, mail sale of, 427-429
- Life Magnet, 262
- Limited Edition Club, 310
- Lists:
 automobile registrations, 108
 book, 164
 occupational, 108, 164
 rural communities, 108
 telephone books, 108
- Little Journeys, 99
- Little Nature Library, 26
- London, Jack, 110
- Lost Chord, 30
- Love, the strongest motive, 49

M

- Magic words, 302**
- Mail Order Credit Association, 113, 114

Mail selling, 2
 advantages of, 246
 changing aspects of, 234
 rewards in, 246
 risks in, 245-246
 Mailings Incorporated, 396, 399
 Mails, use of, 313
 Merchandise, time for selling by mail,
 184
 Merchant, appeal to, 5
 Metered mail, use of, 28
 Mind, *Inc.*:
 circular on, 268-270
 letter on, 266-268
 "Lost Word of Power," 275-276
 "Secret of Youth" letter, 274
 Mind, reader's, 29
 Minor point, effective use of, 67
 Mother, appeal to, 4, 6
 Motive, directing appeal to, 124
 Mufflers, mail sale of, 233
 Multiple mailer, 224
 Multiple sales, 181-182

N

Neckties, mail **sale** of, 326
 New Process Company, 27, 81, **99**
 News interest in letters, 14
 Newspaper, tabloid, 11

O

O. Henry, 14, 25, 100, 109
 basic appeal, 110
 returns, rate of, 113
 Outline of History, 14, 100, 140-159
 Overcoats, mail sale of, 172-179, **189-**
 190, 210-211

P

Paint cleaner, mail sale of, 421422
 Paragraph indenting, 28
 Pears, mail sale of, 185-186
 Pelton, A. L., 12
 Perfume, mail sale of, 186-189
 Personal touch, need for, 234
 Personalized mail selling, 162-163
 Persuasion, art of, 47
 P. F. Collier & Son Co., 81, 83
 Photographic History of *the Civil War*,
 120

Pictures:

in advertising, 26
 on letterheads, 233-234
 Pipes, mail sale of, **418-421**
 Point of contact, 7
 Positive, necessity for being, 456
 Post card, 113
 Power of Will, 12
 Premium offer, 239-240
 Premiums, 110, 120
 as hurry-up, 112
 use of, 307
 Price increases, as hurry-up, 111
 Price-reduction offer, 23
 Procter & Gamble, 81, 83
 Proof, effective use of, 56
 "**Prophecy of the Great Pyramid**," **403-**
 406
 Proposition, 9
 describing, **16, 30**
 main *vs.* minor point, 67
 need for study of, 4
 visualizing, 30
 Prospect:
 his interest paramount, 7
 leading the, 29
 Psychology books (see Books, psy-
 chology)
 Purpose of letters, 2

R

Raincoats, black, sale of, 160-161
 Rattlesnake (see "When the Rattle-
 snake Struck")
 Reader, need for study of, 4
 Reader's attention:
 catch-phrase on envelope, 25
 competition for, 15
 folders, use of, 26
 how to get, 16
 examples of, 16-23
 price-reduction offer, 23
 examples of, 23-25
 Remodeling, mail sale of, 422423
 Results, 1
 Romances, Spanish and Italian, **126-**
 128

S

Sale, critical moment in, 59
 Sale, first, 98
 cost of, 98

- Sale, first (Cont.):**
 in small units, 98
 Salesmanship, 60-61
Salutation, personal, 233
 Saving featured, 168
 Secret of the Ages, 253
 Shirts, mail sale of, 179, 196-198, 219, 328-329
 Shoes, mail sale of, 191-192
 Showmanship, 393, 396
 Silk hose, mail sale of, 199-201
 Similes that strike familiar chord, 31-36
 Sin, unpardonable, 14, 152-154
 Socks, mail sale of, 225-227
 Special delivery mailing, 207
 Special offer, 68
 Sporting goods, mail sale of, 407408
 Stamps on letters, 28
 Stockings, silk, returns on, 244
 Stories, use of, 37
 Story of the Great War, The, 107
 Style, 1
 Suits, mail sale of, 230
- T**
- "Teasers," 456
 Tested Advertising Methods, 306
 "Tested Selling Sentences," 281-283
 Testimonial letter, 141-143
 Testimonials, 57-58
 Tests, time of, 184-185
 Third-class mail, 25
- Thrill, give readers a, 36-37
 Time of mailing:
 Christmas offer, 181-183
 January-February, 184
 Tip-in sample in letter, 27
 Tires, mail sale of, 179-181
 Tobacco, mail sale of, 383-385
 Topcoat, mail sale of, 195-196, 216
 Traveling bags, mail sale of, 211-213
 damaged, 120-122
 February mailing, 215
HandiBag, 235
- U**
- Underwear, mail sale of, 193-194
- W**
- War History, 109, 115
 Watson, Herbert, xii, 80, **81**
 Wells, H. G., 140
 Westcott, E. N., 30
 Wheeler, Elmer, 280, 293
 "When the Rattlesnake Struck," 110
 Wise & Co., 99
 Women, selling to, 243-245
 Wonders of the Past, 403
 Word pictures, 29, 30
 Work suits, mail sale of, **326-328**
- Y**
- Yachts, selling, 61-62