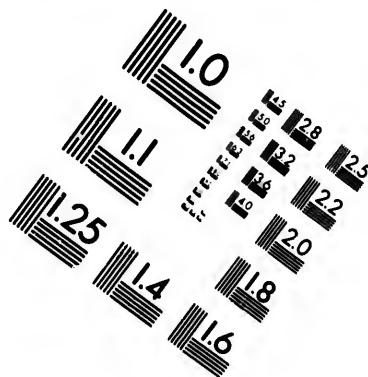
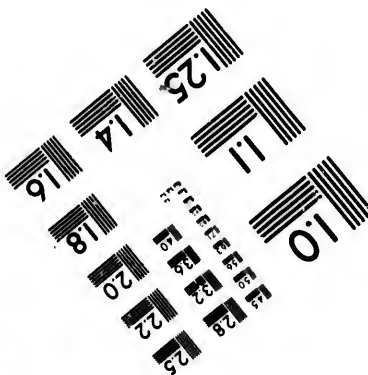
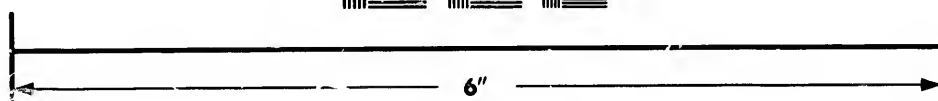




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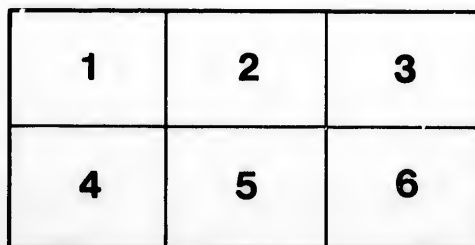
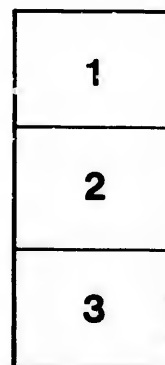
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USEFUL KNOWLEDGE

FOR

Storekeepers and Salesmen

*Business
Success*

BY

JOHN ALLAN,

Montreal, Canada

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J. B. Noble

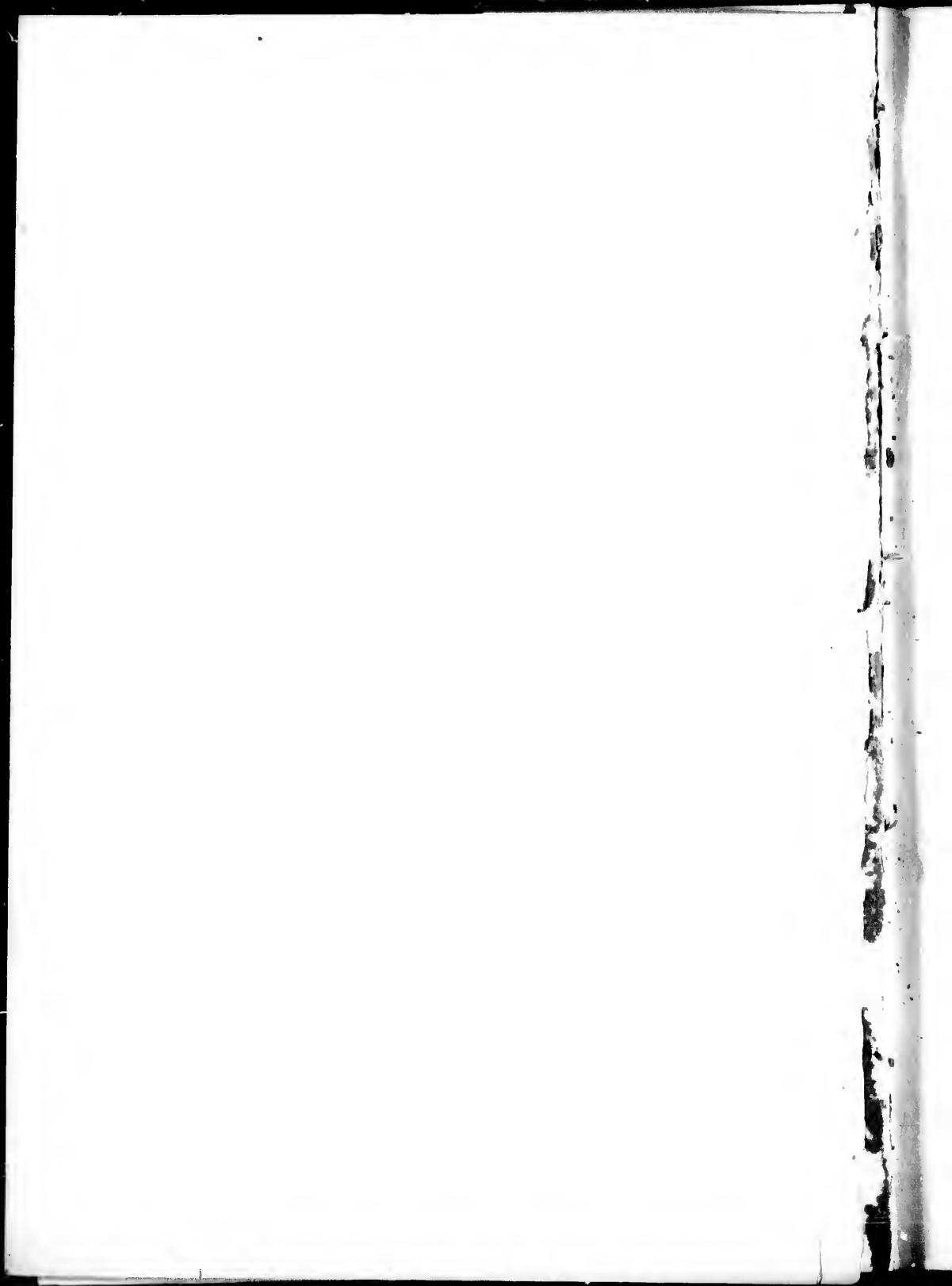
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USEFUL HINTS
TO
STOREKEEPERS AND SALESMEN
WITH
BUSINESS RULES AND MOTTOES
ALSO
IDEAS FOR ADVERTISING AND
WINDOW DRESSING, &c.

BY
JOHN ALLAN,
661 CRAIG STREET, MONTREAL, CANADA.

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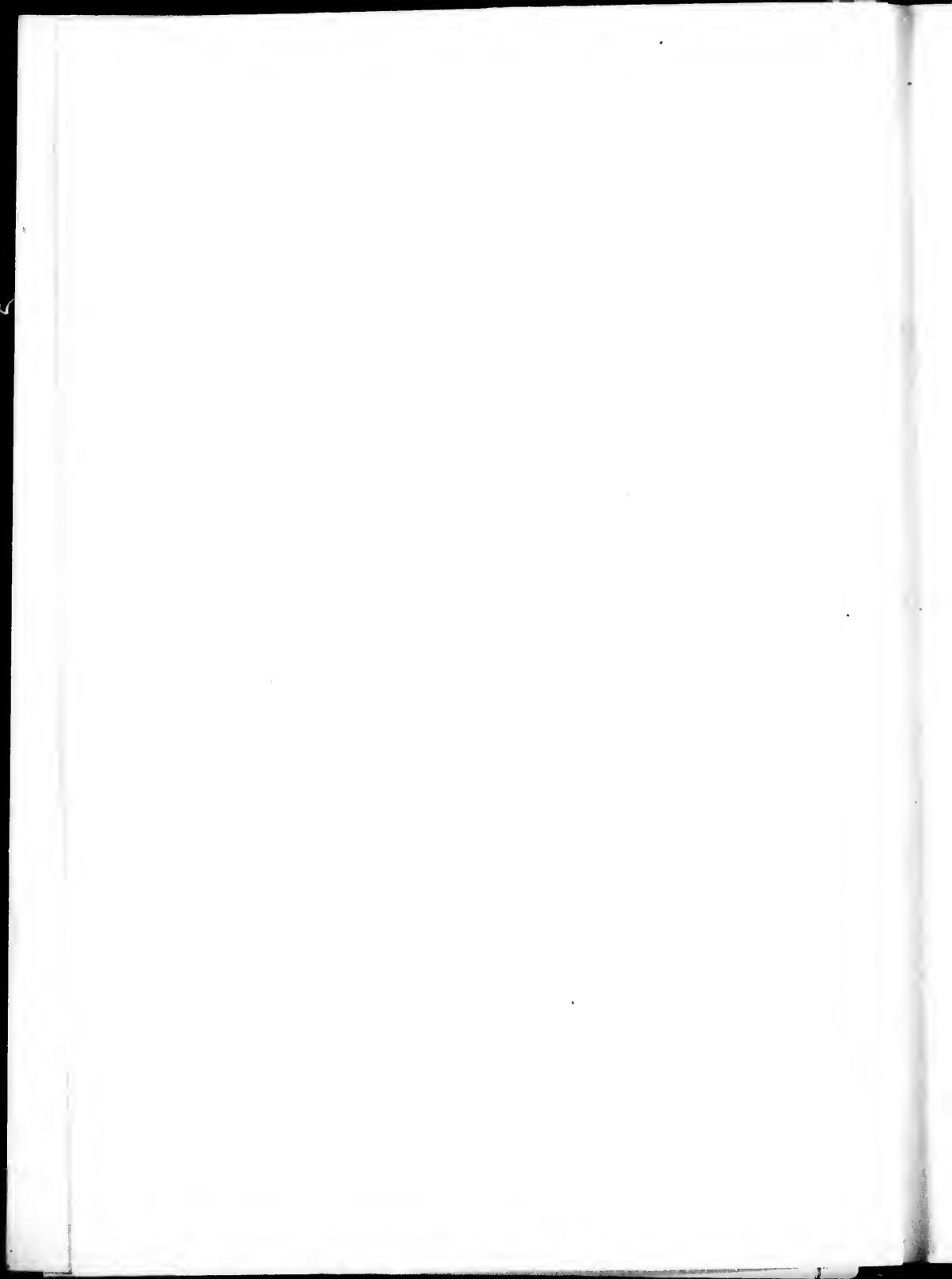


PREFACE.

It is scarcely necessary to state that many of the hints, rules and business suggestions contained in this book are gathered from various books, some of them condensed, but still containing the most important points for business men. Some of them are the result of personal experience, and, while they may be open to the criticism of being perhaps simple and familiar to all, still it is a fact that some of the everyday factors used by business men of tact are either unknown or not fully appreciated by tradesmen in general. The object of this book has been to compress into the smallest possible space the elementary principles and practical rules for running a retail business successfully, and to do it in as plain and simple a way as possible, so that none can fail to understand them. I know of no other book yet published which contains in such small compass so much information upon the subjects which it treats. I hope that storekeepers, merchants and others will give it their careful consideration, and I believe it would pay them to present a copy to each of their employees.

JOHN ALLAN,

661 Craig Street,
Montreal.





To Employers.

It is essential to the success of your business that you employ the best of salesmen. Don't try to save money by paying small salaries. Do the best you can for your salesmen and you will find they will do their best for you. Work with them, make your interest and theirs one. Be friendly with them—good salesmen know their place. Do not be continually ordering them. Give ideas, and let them work them out. Do not expect new hands to get on too quickly, so long as you see a willingness on their part to work give them a chance, as with one who is willing, although not so bright and quick at picking up the business, you may with a little patience make a good and reliable hand out of him; but immediately you find a drone in the hive, let him go. One lazy clerk will take the heart out of all the others.



Don'ts for Storekeepers.

- Don't encourage loafing in the store.
- Don't neglect to test the goods you buy.
- Don't forget to be polite to all customers.
- Don't send out unsightly looking parcels.
- Don't neglect to insure your stock of goods.
- Don't scowl at the poor, and smile at the rich customer.

- Don't keep books of reference where you cannot find them.
- Don't forget that dirty windows shut out trade as well as sight.
- Don't forget to smile when the one hundredth child asks for a picture card or empty box.
- Don't forget to order in time goods that sell only at certain seasons of the year.
- Don't absent yourself from the store more than is necessary, people like to meet the proprietor.
- Don't forget to eat at regular hours, and take the usual amount of time for meals that other business men enjoy.
- Don't forget that the merchant who makes a failure of his own business, knows how to run every other store in the neighborhood.
- Don't rest on your reputation, keep striving to make it better.
- Don't depend too much on a strong arm, it's just as necessary that you should have a clear head and an active brain.
- Don't trust to your memory, mark the cost and selling prices on all lines with reference numbers.



To Clerks.

YOU ARE NOT INDISPENSABLE.

Dear Sirs :

Don't run away with the idea that your employer cannot do without you. Don't think to use the confidence placed in you and the importance of your position to force higher wages or advancement prematurely from your "Boss."

There never was a salesman, clerk or confidential man who could not be replaced by one equally as competent, and there never lived an employer with any self-respect who would not much prefer replacing by you the other fellow, to countenancing a demand based upon the result of his own generosity.

If your efforts deserve recognition in the way of advancement and you have found your employer fair and ready to reward you in the past, don't be impatient and kick over the traces because he is a little slow this time. His estimate of your abilities may be slightly lower than your own, therefore it should be your aim to elevate his opinion. Try it and see if the advancement does not come unbidden. By way of a pointer, let me tell you that one of the best ways to win the goodwill of your employer is to keep yourself continually busy. Don't wait to be told to do this or that, but pitch in. Discover your own duties! Take an interest in your stock! Note the lines that sell best, and lines that are being enquired for. Make suggestions to your employer, and do not be disappointed although he should not work on your ideas, he will appreciate your interests in the business. There is always something to do in a retail shop, and even though you be head salesman don't be too proud to help the stock boy when you have nothing better to do. It gives an air of business to the place, and is decidedly more agreeable to the boss than to see you standing idle, and he will feel that paying your salary is a good investment in which he might not object taking a few more shares.

It will always be necessary for someone to be given complete charge of the large establishments which exist to-day and will exist in the future. Why not you?



Good-Humoured Salesmen.

Good humor is an excellent quality for salesmen to cultivate. A frown, an impertinent expression or exhibition of incivility has sent many a customer away from the store and has created a prejudice against the establishment that the proprietor has subsequently found it hard to overcome.

If we were asked what should constitute the most important qualities of a salesman, we would say, first of all, one must like the vocation. When one enjoys a position (back of a counter) he can always make a success of it. Secondly, he must have patience to an unlimited extent, for in no occupation is that virtue more necessary than in selling goods to customers who are difficult to please, and who often do not know what they want when they go into a store.

The salesman should not lose his interest in a customer from the time he makes his appearance until he goes away.

He should not lose his temper if the customer argues with him as to the merits of the goods and wares shown.

He should wait upon him as politely as possible and never be disagreeably persistent in pushing the sale of goods.

And thirdly, perseverance.

Perseverance is another attribute much needed in the "make up" of a good sales person. But this is often overdone by clerks making the error of supposing that a constant dinging at a customer effects the sale.

I would not give much for the future of any young man who would be satisfied always with the position he holds, however good it be. He neither benefits himself nor his employers. This is the greatest mistake a salesman makes. The moment he feels he has attained his aspirations, that moment he has exhausted his usefulness to his house.

A sales person should strive to gather the knowledge and workings of all stocks, though he be confined to one department. He should strive, first of all, to work through the different grades until he is at the head of his special line. He should learn to obey, not because he must, but because he ought to. A man who cannot obey cannot command.

He should always dress neatly and genteelly, never in an eccentric or fastidious manner. He should be agreeable, without being intimate; pleasant, without being offensive. He should at all times be in readiness to wait on customers and approach them with a pleasant address, remembering that the first impression is the one that tells. On receiving a reply from a customer he should show his goods in an unostentatious manner, trying to sell without importuning. A pleasing explanation of the fashion, a general suggestion, and then the salesman should allow the customer an opportunity of exercising unbiased judgment. Sales are often ruined by overmuch talk.

Discretion in waiting on a customer is another rare quality. To a neat person show neat patterns. To one who is a little more lavish in style of dress, show goods according to such tastes. Never try to convince a customer that your way of thinking is right. You can advance your ideas, but if you find they conflict with your patron's views, argument is very harmful.

The salesman who possesses himself of a broad and thorough understanding of the qualities of his wares and the methods of their construction, greatly strengthens himself for the battle of life. He can make himself and the goods he seeks to sell wonderfully interesting to customers. They will be glad to meet him because of his fund of knowledge, and they will be strongly inclined to buy goods of him, because they will feel assured that he knows all about the articles, and is therefore less likely to be deceived into buying or recommending an inferior thing.

Besides that, the student of manufactures will himself find pleasure in his investigations and their growing fruits, and will also derive considerable satisfaction in imparting to others what he has himself acquired.

Every effort is made to get customers into the store. Advertising, window-dressing, signs, etc., all have this for their aim. When the visitor comes in there should be no hitch nor confusion in serving him. The entire business machine should be oiled and bright and ready for noiseless and agreeable operation. The stock should be perfectly in hand, so that any desired article could be instantly found and presented for examination. Delay is vexatious, and uncertainty in finding goods breeds the suspicion that they are not often shown. Pains should be taken to prevent any such impression.

A careful observance of these points are vital to the success of a salesman, and merchants cannot be too careful in calling the attention of their clerks and employees to the points above enumerated.



Be's for Clerks.

Be industrious, exert yourself actively to show goods to customers to find what will suit them.

Be patient even although your customer appears trifling, fastidious or exacting. Sincere effort on your part to please him will win in the long run.

Be polite, under no circumstances speak to, or treat a customer with impoliteness; to do so is to make a mistake inexcusable in a salesman. Your politeness to customers is money to your employer, and is one of the considerations for which you are paid a salary.

Be truthful under all circumstances, never resort to deception in representing the quality of the goods you sell. Truthfulness in a salesman is a virtue which will soon begin to tell in a pecuniary as well as a moral way, for people will flock to the clerk whose word they know to rely upon respecting the value they are getting for their money.

Be open for instruction, not too conceited about your own abilities, but ready to learn from your superiors, otherwise your chances of success will be very small.

Be honest, not merely because honesty is the best policy, but because life without it is a failure, though wealth flow in to the amount of millions, and the world lavish its honors and applause.

Be careful not to hurt your customer's feelings by an injudicious remark, should he be hard to fit on account of any unproportioned part of his body. Remember this is a delicate point and it requires careful talk; beware, therefore, how you express yourself.

Be ever mindful of your employer's interests, his success is your gain.



Useful Knowledge for Clerks.

(It will pay you to learn the following by heart.)

Towards customers be more than reasonably obliging, be invariably polite and attentive whether they be courteous or exacting, without any regard to their looks or condition; unless, indeed, you be more obliging and serviceable to the humble and ignorant.

The more self-forgetting you are and the more acceptable

to whomsoever your customers may be, the better you are as a salesman. It is your highest duty to be acceptable to all.

Cultivate the habit of doing everything rapidly, do thoroughly all you undertake, and do not undertake more than you can do well.

Serve buyers in their turn. If you can serve two at once, very well, but do not let the first one wait for the second.

In your first minute with a customer you give him an impression, not of yourself, but of the house, which is likely to determine, not whether he buys of you, but whether he becomes a buyer of the house or a talker against it.

If you are indifferent he will detect it before you sell to him, and his impression is made before you have uttered a word. At the outset you have to guess what grade of goods he wants, high-priced or low-priced. If you do not guess correctly, be quick to discover your error and right yourself instantly. It is impertinent to insist upon showing goods not wanted. It is delicately polite to get what is wanted adroitly on the slightest hint.

Do not try to change a buyer's choice except to this extent, always use your knowledge of goods to his advantage if he wavers or indicates a desire for your advice. The worst blunder that you can make is to indicate in a supercilious manner that we keep better goods than he asks for. There are always a large number of people who look around before buying. They are sometimes very tedious. I know it pays to be patient with them and to give them the same attention as if they were purchasers. The chances are they intend to buy, and you are much more likely to serve them than the man who has taken no trouble to show them, besides, they will advertise you by talking about you to their friends. Show goods freely to all customers. Be as serviceable as you can to all, whether buyers or not. Do not look listlessly around the store while waiting on a cus-

customer to make his choice, but interest yourself in helping him to make his selection. Cultivate a taste as to what colors are most becoming to your customers' various complexions. Sell nothing on an understanding. Make no promises that you have any doubt as to fulfilment of, and having made a promise, do more than your share towards its fulfilment and see that the next after you does his share, if you can. Never run down your competitors to customers. By so doing you advertise them. It won't pay you to get trade in that way, competitors can talk back.

When showing a line of goods, offer the cheaper grades first to avoid prejudicing the buyer's mind at the start.

When you would satisfy a customer with your goods, allow him first to become satisfied with his own opinion of them. Keep yourself in the background as a reserve force. When you are inclined to argue with a customer, stifle the feeling. Business is not adapted to rules of debate.

When a customer insists that steel is iron, or yellow more fashionable than blue, it is more important for you to effect the sale than to convince him of his error. To sum up and put this matter in a few words, attend strictly to business when on duty, be invariably polite and obliging to everyone, not only for the benefit of the company but for your own good.

Remember that civility while it may be one of the scarcest articles in the market it is also one of the cheapest, and the net profit on it to you in the end will be greater not only from a social and moral point of view, but in dollars and cents, than on anything else you may have to offer a customer.



Thirty-one Rules for Salesmen.

- 1.—Keep your eyes on the front door. Customers should be waited on promptly and pleasantly.
- 2.—Don't stand outside the front door when at leisure it is an excellent notice to competitors and customers that trade is dull.
- 3.—Salesmen are paid for waiting on customers, and are not expected to turn them over to the boys or new men who are learning the business, while they busy themselves arranging or putting away goods.
- 4.—Don't turn a customer over to another clerk if possible to avoid it, except at dinner hour.
- 5.—Go for business in every direction, in the store or out of it, whenever you see a chance to make a sale, work for it with all your might,—“Hustle.”
- 6.—Salesmen will sell at marked prices, do not go to the office for a cut price, it always makes trouble.
- 7.—Don't sell the goods by the price marked on the boxes, as a more expensive or cheaper line may have got into the box by mistake. See the price marked on the article itself, if ticketed.
- 8.—Salesmen will avoid the responsibility of trusting customers whose credit is unknown to them, by referring all such cases to the manager. Giving credit without authority makes the salesman responsible for the amount.
- 9.—Salesmen are expected to sell the goods we have, not the goods we have not.
- 10.—Salesmen are responsible for their mistakes and any expense attending their correction.

- 11.—If you have a charge to make, enter it before waiting on another customer, your memory is apt to be defective and the sale forgotten before it is entered.
- 12.—Clerks receiving change from the desk will count the same and see if correct before handing it to the customer, always hand the cash cheque with the money to the cashier.
- 13.—If you know of an improvement of any kind, suggest it at once to the manager, it will be impartially considered.
- 14.—Keep retail stock full and complete on the shelves so as to avoid detaining the customer. Notify each man in charge of a division when you find anything short in it.
- 15.—Always put the stock in order when through waiting on customers.
- 16.—Each clerk is expected to see that his department is kept clean and in perfect order, and to see that his stock is properly marked.
- 17.—Use the early part of the day and the last hour before closing in sorting and straightening up.
- 18.—Prices are not to be cut. Report every cut price by other firms to the manager after the customer is gone, unless he is a well known and regular customer, in which case report at once.
- 19.—Do not smoke during business hours in or about the store.
- 20.—Employees are expected to be on hand promptly at the hour of opening.
- 21.—Do not leave the store by the rear door.

- 22.—Employees will remain until the hour of closing, unless excused by the manager.
- 23.—The firm will ask of you as little work after regular hours as possible. When demanded by the necessities of business, a willing and hearty response will be appreciated.
- 24.—If an employee desires to buy anything from stock he must buy it off the manager. In no case take anything without doing so.
- 25.—Watch the ends of stock, make as few as possible, and always work them off first to keep the stock clean.
- 26.—Keep mum about your business, always have a good word to say for it and never say it is dull. Keep your eyes and ears open about your competitors.
- 27.—One hour is allowed employees for meals.
- 28.—While disengaged, see that the counters are kept clear for those that are serving, assist them to get the goods required, as the most important thing in business is to serve customers well and as quickly as possible.
- 29.—Never quarrel in the store with each other, and should you have a difference you cannot settle yourselves, get the manager or employer to decide the matter for you. Above all, never quarrel or make fun with each other in front of a customer.
- 30.—No clerk or buyer is allowed to receive commission on goods he buys, or to take any bribery whatever, nor to make any purchases for himself or others without the knowledge of the firm, and all invoices must pass through the office. Violation of this rule will cause instant dismissal.
- 31.—Let all clerks work together with one aim to make their employer's store the most popular in the city.

Short Mottoes to bear in mind.

You are in business for business purposes, not for amusement.

You serve yourself best by serving your customers well.

Guesswork in business loses the business.

The well-posted dealer is never taken by surprise.

No goods sold under a fair profit unless to work off undesirable stock.

Never "carry over" such stock if possible not to.

No misrepresentation.

No short measures.

No deception.

Poor helpers are too dear at any price.

Good helpers are desirable at good salaries.

Praise good service, it pays.

Never "run out" of staple goods.

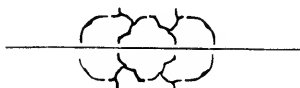
Advertise in every profitable way.

Never say business is poor.

Keep your eye open for the bright side until you and all see it.

Talking good business and believing in good business will bring good business.

A large business and a successful one needs lots of thinking, keep the "think tank" in order.



Three Tips.

- Tip 1.—Never get into a dispute with a customer. To win the argument is to lose the sale.
- Tip 2.—Never “fly off the handle” at an insult. It may not have been intended; and if it was deliberate, you only place yourself on a level with the weak fellow when you answer in kind. Keep your balance.
- Tip 3.—Show all the good points of the article you are trying to sell, then name the price. If you reverse the order the customer will be thinking of the cost instead of the merit.



Advertising.

Advertising is a subject of absorbing interest to all level-headed merchants, and covers an inexhaustible field for the cultivation of originality and business-creating ideas. In spite of all that has been said and written about methods of advertising, new thoughts are born every hour, which tend to show that the possibilities of the subject are unlimited. Newspaper announcements do not rely for their effectiveness altogether upon what is said in them, but more particularly upon how it is said. The time “when,” the place “where,” and the method “how,” are three of the foundation stones to every commercial edifice.

“There is a tide in the affairs of men, which, taken at the flood, leads on to fortune.”

The first requirement is an attractive, general look that wins the intelligent reader not strongly but gently, and that is the way to win.

When to advertise. Every day of the year or as much as you can afford.

When you word an advertisement, claim nothing which is not strictly true, but never fail to claim all the truth. When you would gain customers, advertise. When you would keep customers, advertise. Advertising pays if done liberally, honestly and judiciously.

When you word an advertisement remember that the public judges your business in a measure by the method you use, therefore avoid copying other people's ideas.

When you word an advertisement, strive to word it as if you had the readers standing before you. Talk straight-forward, good common sense. Give them credit for being well educated people with power to discern between the genuine advertisement and the one worded regardless of truth.

The great point is to put your advertisements in such a shape that people will read them for their own intrinsic worth. Most of the community are interested in your wares, but they won't hear of them if you don't take pains to tell them of it in an entertaining manner.

Where to advertise. It almost goes without saying that of the various available methods, newspaper advertising commends itself to the level-headed man as the shortest and most practical means to the end.

Advertising in sample papers, on maps, in time tables, city directories, mirrors, in hotel registers, etc., does not pay one quarter of one percent of the investment.

Concert programmes must be used as a matter of policy, and the merchant must decide himself just the amount he can afford to do in this way, as there are a great many who trade with him will expect his patronage on their society programmes, etc.

It's all very well to be able honestly to say that you have the best value in the market, but the manner in which you

tell that big and truthful fact is a great thing. Get to the point as quickly and briefly as you can, without being abrupt.

One very important factor in advertising nowadays is the use of electrotypes for illustrating the wares to be sold, which can now be got in most printing offices at a very nominal price. One of the best ad's ever used by the writer was the electrotypes of all the male employees, each wearing a different style of our new spring hats, with a short history of themselves. Having an electro cut of the stores on top of double column in daily paper, the clerks being placed in rotation. The above was repeated the following spring in a similar style, occupying a full page of the "Montreal Daily Star," and took immensely.

I cannot too much impress upon the advertiser the advantage to be gained by interesting his employees in his advertising, as many an employee can write a better advertisement than the merchant, and they should know the goods advertised.



Advertising Rates.

When you make an advertising contract, consider the quality and quantity of circulation.

The character and field of the paper have as much to do with the value of its advertising space as has the quality of the goods to do with their salableness.

Advertise in the papers because they are good mediums, not because the editor, or the publisher, or the agent, is a friend of yours.

The enterprising publication of large circulation is the natural organ of natural people, and is also the only thing

which can reach all of those peculiar people who try to be natural by being unnatural.

In general advertising, the advertiser cannot be too much on his guard against the publications of quality without quantity, with rates apparently of extreme cheapness.

One cent a line per thousand circulation has been considered a standard rate by weekly and monthly publications, although several great monthlies and weeklies bring the proportionate rate far below this value.

Advertising space is merchandise, and must be bought upon a definite business basis.

Circulation is an actual part of space value. The advertiser must consider circulation and quality, weighing each carefully, basing the rates upon its collective value.

Four dollars a line may be lower in one publication than five cents a line in another. The advertiser has a right to know what he is buying.



Advertising Space.

Economy is to be practised in advertising.

Economy is to be practised in everything.

Advertising need not have all the economy.

The old business maxim that "That which is worth doing, is worth doing well," applies in its full strength to advertising.

Better not to advertise at all than to botch it.

One may advertise too little and lose money.

One may advertise too much and lose money.

Advertising expenditure should be followed and regulated, and every advertising experiment tested and retested.

Let your advertising space be as large as your business.

No more think of crowding your advertising space than of crowding your salesroom space. Customers are much more important than spacious warerooms.

Brevity is the soul of advertising, as it is the soul of everything else.

The golden rule of advertising is to advertise one thing at a time.

It is a good plan to change your advertisements daily. If you cannot think of anything new to say, re-set the old advertisement in different style.

"Upon the pocketless dress of woman hangs the key of trade."

Woman is the buyer of everything everywhere.

Advertisements are read by women, therefore don't forget the women in your advertisements.

The better the woman, the more interested she is in her husband's stockings, his hats, his neckties, and if there is a new color or fashion out, the woman will know of it at least a week before her husband. He is so busy, or imagines himself so busy, that half the time he doesn't know that his office carpet is half worn out, or that his trousers are soiled, his hat looking seedy, until his wife tells him. "John, for goodness sake do go to Allan's and get a new hat." The woman clothes the children, she knows the qualities of cloth and underwear better than the average man, and can buy better articles for less money than the average man for more money.

The shrewdest advertisers in the world are writing advertisements which appeal directly to woman, and the writer has so much faith in this sort of advertising, that he gave a Heintzman Piano to the lady who collected most of his advertisements during one year.

When to Stop Advertising.

"A 'Trade Journal' once requested ten of its largest advertisers to give their opinion as to the best time to stop advertising," writes Mr. Thos. Smith, London, and the following replies resulted :—

When population ceases to multiply and the generations that crowd on after you and never heard of you, stop coming on.

When you have convinced everybody whose life will touch yours, that you have better goods and lower prices than they can ever get anywhere else.

When you perceive it to be the rule that men who never advertise are outstripping their neighbors in the same line of business.

When men stop making fortunes right in your very sight, solely through the discreet use of this mighty agent.

When you can forget the words of the shrewdest and most successful of business men concerning the main cause of their prosperity.

When every man has become so thoroughly a creature of habit that he will certainly buy this year where he bought last year.

When younger and fresher houses in your line cease starting up and using the newspapers in telling the people how much better they can do for them than you can.

When you would rather have your own way and fail, than take advice and win.

When nobody else thinks it pays to advertise.

Judicious and persistent advertising is the keystone of success; therefore don't stop or others will get ahead of you.

Go where you will, whether in small villages, large towns or great cities, the men who are doing the business are the men who never stop advertising, who advertise continuously, who find it as necessary to advertise every day as it is to keep open their stores.

Window Dressing.

As the human eye bespeaks the character of the man, so does the store window represent the character of the business conducted inside, therefore it is very important to give special attention to window dressing.

It is difficult to define which style of window dressing is best, as that which would suit one may be too fine for another, then the space at command must regulate your style, as we believe with one window it is not profitable to give it all up to one class of goods at one time; this may be done occasionally to good advantage, however; if there are several windows they may then be dressed with one class of goods, but we believe in any case they should be changed as often as possible to let the people know you are alive inside.

Although some window dressers recommend simplicity in arrangement as well as in color, and we know that it is not good to display a great variety, as a complicated arrangement usually appears confused, yet we must bear in mind that a window display is an advertisement, and that advertisement is best which not only draws attention but sells goods, and although we would advise not to overcrowd the window, we would suggest that you show enough goods so as to impress the people that you carry a full stock of the several lines. Remember, therefore, not only should you make your windows bright and pretty, but in doing so you should use the goods most apt to catch buyers. Your window should first of all be handsome enough to cause people to stop to look, and the articles in it should be of a kind to induce them to buy. Merely nicely dressed windows with pretty things that nobody wants to buy, are not the sort of windows required nowadays. Your windows should be dressed with seasonable goods, but seasonable goods are not the only requisite. The goods shown must be of a kind to excite the curiosity, and, if priced,

they should be marked as low as possible so as not to create the idea that your prices are high. We believe mostly in putting the price tickets on the cheaper lines only.



Lighting of the Windows.

It is impossible to overestimate the importance of proper lighting in window displays. No matter how well and carefully arranged the goods and colorings may be, the work of the artist is wasted unless the window be properly lighted, and just let me add here, don't try to save the lights in either window or store. Who cares to enter a dingy and half-lighted up shop? It is well to have all the light from the front, as the admission of light from the rear or directly behind the articles shown, completely ruins the effects by confusing the outlines and colors. See that the glass is kept clean. A nicely fitted up window with brass fixtures and window stands for showing the goods, is of the utmost importance, and while it is a great help to the window dresser, it also shows off the goods to advantage and gives a tone to the window.

How to keep windows from frosting in cold weather. Merchants are greatly troubled in cold weather with their windows frosting, and frequently remaining so for several days, and thus entirely preventing anyone from seeing their contents. This difficulty can easily be overcome by rubbing your windows two or three times each week with a cloth dipped in glycerine. But where there is a double window it is good to carry a current of cold air through the window; this we have found to be a complete success.



The Great Question of the day,

How to Succeed in Business.

The heights by great men reached and kept
Were not attained by sudden flight,
But they, while their companions slept,
Were toiling upward in the night.

—Longfellow.

To young men contemplating starting for themselves, we would advise first, be sure that your means are ample for the business you are about to engage in. Buy and sell only for cash, do not enlarge or undertake other departments unless you are able to do so with your own cash. Save every discount possible, pay dated goods ahead if you have the money beside you, it will pay you better than leaving it in the bank, besides it makes the wholesale people look after your trade, you can therefore buy better value. Look at goods from different houses as much as possible, some are better on certain lines than others. If you start a business, be sure that the shop and the neighborhood are adapted for the class of trade you intend to cultivate. Do not for the sake of a few dollars more rent take a store on the wrong side of the street. Get on the business side, concentrate the whole bent of your mind upon it. Make it your hobby. Think about it by day and dream about it by night. If your capital is limited and you can only handle a few lines, handle those in greatest demand and which turn over the quickest. Rather buy often than buy too much, so as not to overstock yourself and thereby lock up your capital. Do not imagine for a minute that when you become your own master your troubles are over, for when you start business you'll find your troubles only commence then. Remember to be successful it costs something. You must be strong as men, and when you have once started, stick to it through thick

and thin. Sacrifice your time and pleasures to business. don't give it up, for if you do you'll never have the same courage to start again and I do not think anyone will ever succeed unless he has high aims and thoughts of the worth of his undertaking, and takes pleasure and delight in it. I would advise you therefore to form the habit of seeking pleasure in your work and finding happiness in the duty of the hour. Watch the financing of the business closely. Give full consideration to the importance of your advertising; and know the character of those you have in your employment. Do not trust the buying of the goods to others if you can possibly manage yourself, and if you do, be sure that the parties intrusted with the buying are men of sterling character who would despise the house or traveller who would try to induce them to buy their goods by giving them a small commission or premium on the same. The above, we are sorry to say, is a common occurrence which ought to be denounced at every opportunity. Although it is good to be careful and economise, yet you must also remember that in many cases you have to spend the money first before you can get the returns, therefore we would suggest that you be always ready to make any alteration, even though it cost you some money, so long as your judgment tells you that you will ultimately be the gainer. Do not be afraid to take hold of a good thing and run it. The writer saw an artificial rosebud advertised in an American paper, to be retailed at 10c. each. He got a sample, considered, and got six gross which he sold inside of seven days, (72 doz. at 10c. each.) This and many other small things helped greatly to advertise the place, as he had for a while sole control of the article, and many people came for this special article who had never been in the store before. Besides, they pay well, and it will pay you to be on the outlook for the latest novelties on the market. When your attention is called to an article which you can carry without extra store expense, do not allow the fact of it being somewhat out of your line effect your decision.

What a few Successful Men say of Success.

"Energy, invincible determination with a right motive, are the levers that move the world."—Noah Porter.

"The four steps to success are close application, integrity, attention to details and discreet advertising."—Wanamaker.

"If the history of our citizens of wealth were written, we should find that nearly three-fourths have risen from comparatively small beginnings to their present positions."

—Hon. W. E. Dodge.

"Young men need to be taught not to expect a perfect, smooth and easy way to the objects of their endeavor or ambition. Seldom does one reach a position with which he has reason to be satisfied without encountering difficulties and what might seem discouragements. But if they are properly met they are not what they seem, and may prove to be helps, not hindrances. In every department of life, obstacles surmounted represents ground won, progress effected, the desired end brought nearer."—Dr. Peabody.

"Economy is half the battle of life."—Spurgeon.

"To one man who can stand prosperity there are a hundred who will stand adversity."—Carlyle.

"No one was ever lost on a straight road."—Dr. Cuyler.

"The following are in my opinion the chief elements of success in life. To be industrious, steady, faithful, prompt, true, business always before pleasure, never put off till to-morrow what can be well done to-day, incur no responsibility that cannot be met without distress."

—Neil Dow.

"Genius is capacity for an extraordinary degree of application."—Agassiz.

"There are three great rocks ahead of the practical young man who has his foot upon the ladder and is beginning to rise; first, drunkenness, which of course is fatal. There is no use wasting time upon any young man who drinks liquor, no matter how exceptional his talents. I do not mean by drinking liquor, the taking of a glass of beer or wine at meals. It is not necessary for a man to be a total abstainer to be temperate. The rule should be, never enter a bar-room and never drink liquor except at meals. The second rock ahead is speculation. To be successful in the business world, the manufacturer's profits and the merchant's profits only should be sought. The third rock ahead is akin to speculation—endorsing. Business men require irregular supplies of money, at some periods little, at other periods enormous sums. Others being in the same condition there is strong temptation to endorse mutually. This rock should be avoided. There are emergencies no doubt in which men should help their friends, but there is a rule that will keep one safe. No man should place his name upon the obligation of another if he has not sufficient to pay it without detriment to his own business. It is dishonest to do for one's own firm 'Your name, your fortune and your sacred honor,' but for others, no matter under what circumstances, only such aid as you can render without danger to your trust. One great cause of failure of young men is lack of concentration. They are prone to seek outside investments. The cause of many a surprising failure lies in so doing."—Andrew Carnegie.



We will now close this book with an extract from one of John Wanamaker's speeches :—

It is no small matter to keep up the great race.

Business has come to be such a different thing in these

days when a ship skips like a deer across the ocean, in these days when everything seems to have swift feet and must be done on the minute. It is trained people that must come to take hold, and unless they have wit, have it about them and have it sharpened, they shall fall to the rear. Life at best is a great struggle. Let us help each other every man of us, every woman, by kindly words, by encouragement. If you should possess a good act, to achieve success do not put a patent on it. Let us hand it around, give it to the next one, say to him "Pass it on to your brother," and so let the world be filled with joy and brotherliness and uplifting, until this world shall be filled with goodwill to man.

I had the greatest respect for a little boy on a winter day that sat at a street corner rubbing his knee. He had slipped down in passing from the curb, and to the man who came right behind him he said, "Mister, don't step there, that is where I fell down." We will say that, marking the places where we slipped; but we will say more, here is the way to get up, take hold of this hand, and this one, and let us help each other. A friend said to me yesterday, that in one of these automatic machines where you drop in a nickle to get a piano or something else, that when they came to open the box they found that some people had put in buttons, and little strips of leather, and stones, and a bit of lead, and a lot of things that were not nickles by any means. I do not know what happened when these articles were dropped into the slot, but this I know, that there did come a day when the machine was opened, when it was found out that somebody had some day proved untrue. They tried to get, and maybe did get a prize without the proper pay, but the day came when it was all told out against them. To those young people let me say there is but one true way to get things, and that is by paying the right price. By your toil, your faithfulness and your diligence you have won what I shall have the honor to put into

your hands, so let it always be. If you try to get a thing without toil, without honest endeavor, it will not be worth anything to you. You will say "I obtained this for nothing, and I can get another and another for nothing," and it will take out of you besides your own self-respect, the spirit of effort, and it will dwarf you and you shall be that much less a man. We can only really get what we deserve to have in this world and the next, and that is my speech to you to-day as your friend. Keep on in the line of earnest endeavor upon which I congratulate you to-day, and you shall find the flowers at your feet and the music further on, and still higher up, the friends to greet you and smile upon you, and bless you, and far beyond it all the best of friends to give you welcome when all this weary world and its work are behind you, a friend who shall say, "Well done good and faithful soldiers, enter into greater joys and blessed rest."





25c to 50c Each *



20c



Black, 10c, 15c and 20c



25c to 50c Each



Allan's Spring

Announcement.

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"BRAINS"

Is the name of a weekly paper devoted to the art of advertising, and is the advertisers best assistant. It presents in every issue copies of the best advertisements written by the most expert ad. writers from all over America, and its first page is filled with the brightest sayings and advertising ideas from master minds.

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