Technical and Bibliographic Notes / Notes techniques et bibliographiques

The Institute has attempted to obtain the best original copy available for filming. Features of this copy which may be bibliographically unique, which may alter any of the images in the reproduction, or which may significantly change the usual method of filming are checked below.

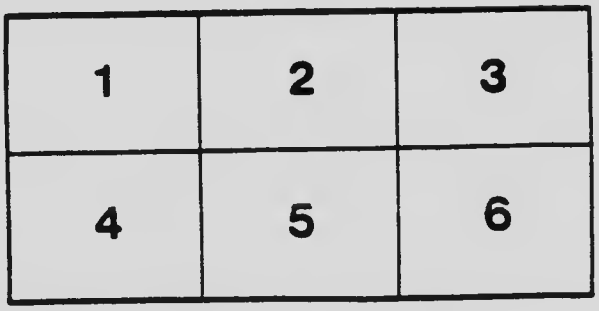
- [x] Coloured covers / Couverture de couleur
- [ ] Covers damaged / Couverture endommagée
- [ ] Covers restored and/or laminated / Couverture restaurée et/ou pelliculée
- [ ] Cover title missing / Le titre de couverture manque
- [ ] Coloured maps / Cartes géographiques en couleur
- [ ] Coloured ink (i.e. other than blue or black) / Encre de couleur (i.e. autre que bleue ou noire)
- [ ] Coloured plates and/or illustrations / Planches et/ou illustrations en couleur
- [ ] Bound with other material / Relié avec d'autres documents
- [ ] Only edition available / Seule édition disponible
- [ ] Tight binding may cause shadows or distortion along interior margin / La reliure serrée peut causer de l'ombre ou de la distorsion le long de la marge intérieure.
- [ ] Blank leaves added during restorations may appear within the text. Whenever possible, these have been omitted from filming / Il se peut que certaines pages blanches ajoutées lors d'une restauration apparaissent dans le texte, mais, lorsque cela était possible, ces pages n'ont pas été filmées.
- [ ] Additional comments / Commentaires supplémentaires:

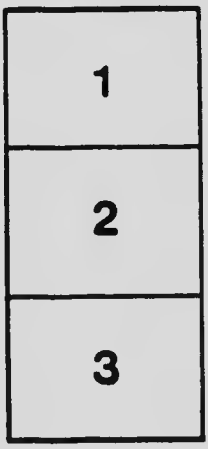
L'Institut a microfilmé le meilleur exemplaire qu'il lui a été possible de se procurer. Les détails de cet exemplaire qui sont peut-être uniques du point de vue bibliographique, qui peuvent modifier une image reproduite, ou qui peuvent exiger une modification dans la méthode normale de filmage sont indiqués ci-dessous.

- [ ] Coloured pages / Pages de couleur
- [ ] Pages damaged / Pages endommagées
- [ ] Pages restored and/or laminated / Pages restaurées et/ou pelliculées
- [x] Pages discoloured, stained or foxed / Pages décolorées, tachetées ou piquées
- [ ] Pages detached / Pages détachées
- [x] Showthrough / Transparence
- [ ] Quality of print varies / Qualité inégale de l'impression
- [ ] Includes supplementary material / Comprend du matériel supplémentaire
- [ ] Pages wholly or partially obscured by errata slips, tissues, etc., have been refilmed to ensure the best possible image / Les pages totalement ou partiellement obscurcies par un feuillet d'errata, une pelure, etc., ont été filmées à nouveau de façon à obtenir la meilleure image possible.
- [ ] Opposing pages with varying colouration or discolourations are filmed twice to ensure the best possible image / Les pages s'opposant ayant des colorations variables ou des décolorations sont filmées deux fois afin d'obtenir la meilleure image possible.

This item is filmed at the reduction ratio checked below / Ce document est filmé au taux de réduction indiqué ci-dessous.

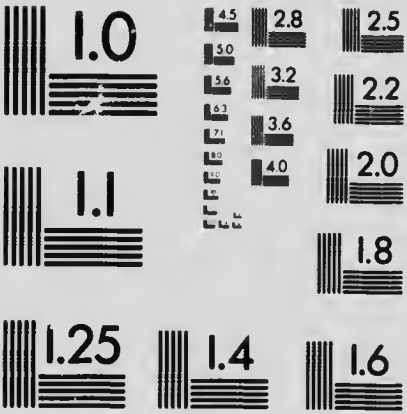
10x		14x		18x		22x		26x		30x
					✓					
	12x		16x		20x		24x		28x	32x





MICROCOPY RESOLUTION TEST CHART

(ANSI and ISO TEST CHART No. 2)



APPLIED IMAGE Inc

1653 East Main Street
Rochester, New York 14609 USA
(716) 482 - 0300 - Phone
(716) 288 - 5989 - Fax

How to Write Business Letters

with

CANADIAN BUSINESS FORMS

by William J. Taylor

HOW TO WRITE BUSINESS LETTERS

How to Write Business Letters

WITH
CANADIAN BUSINESS FORMS

By
William L. Craig

TORONTO
THE MUSSON BOOK COMPANY
LIMITED

THE MUSSON BOOK COMPANY, LTD.
PUBLISHERS TORONTO

MUSSON
ALL CANADIAN PRODUCTION

PRINTED IN CANADA

T H BEST PRINTING CO., LIMITED
TORONTO, ONT.

PREFACE

EVER since letters began to play such an important part in the business life of Canada, the need has been felt for a book dealing with business letter problems from a Canadian standpoint. There are many American books on the subject, but these do not completely fill our requirements here.

For instance, The Civil Laws and Postal Regulations of the United States are not the same as those in Canada; and while there is not so great a difference in the general layout and the language, etc., of the letters, still there is a little.

Unlike many of these books, the endeavor in this one is to illustrate with tested letters on all the common business subjects. The necessary fundamentals are explained as clearly and concisely as possible, followed by practical examples of actual letters. There is no wading through a lot of reading matter to get information.

Following out the policy to give practical rather than theoretical assistance, a chapter on Business Forms has been included. This deals with Contracts, Notes, Drafts, Due Bills, Receipts, etc. There is also a chapter giving general Banking and Postal Information.

It is hoped that the contents of this book will help the busy merchant, wholesale and retail, and prove a short cut in the handling of correspondence.

CONTENTS

CHAPTER I.

CHAPTER II.

CHAPTER III.

CHAPTER IV.

CHAPTER V.

CHAPTER VI.

CHAPTER VII.

CHAPTER VIII.

CHAPTER IX.

CHAPTER X.

HOW TO WRITE BUSINESS LETTERS

CHAPTER I.

ONLY a few years ago practically all the business in Canada was transacted by word of mouth. To-day 90% is done by letter. It is obvious then, that being able to write a good business letter is a business man's first requisite.

Letters can get the sales prospect, turn him into a customer, investigate credit standing, make collections, adjust complaints, and in fact, handle almost all of the various phases of commercial life to-day.

It is only natural then, that in order to obtain the best results the letter should be a good one. A poorly written, slovenly or illiterate letter can only convey an unfavorable impression of the sender. A typewritten letter is generally far neater in appearance, and doubtless more easily read than one written with pen and ink. This is being realized more and more every year, and it will not be long before the typewriter is considered a necessary part of the equipment of any business, no matter what the size.

Most letters are cluttered up with a lot of meaningless, stereotyped phrases, such as "Your valued favor received, and contents duly noted." Such

phrases, of which there are any number, have been handed down from the early letterwriting period, and there is no better reason for their still being used than that someone else used them before us. They are stilted and convey nothing that could not be said in language that would be used if the words were spoken. More information on this subject will be given later.

Getting personality into letters, comes either naturally or after long and hard practice, and in fact, sometimes it never comes. It is to be desired, but for the ordinary business letters it is not necessary. A clear, concise, courteous letter will always get attention. There is, therefore, no reason why letters that have proven themselves a success cannot be utilized by others in raising their correspondence to a higher standard.

Points in a Letter.

Space only permits the letter and its general makeup to be touched briefly. The points mentioned are important, however, and must be remembered if a correct letter is to be written. There are seven parts to a letter that can be named:

(1) The Heading.
(2) The Inside Address.
(3) The Salutation.
(4) The Body.
(5) The Complimentary Close.
(6) The Signature.
(7) The Postscript.

The heading is customarily placed at the upper right-hand corner of the sheet just underneath the letterhead. Some place it nearer the centre, but the former position is more common. The heading consists of the name of the place from which the letter is sent, the street number or box number and the date. This can usually be printed as a part of the letterhead, with the exception of the space for the date, but even then the figures "192—" can be printed. For example:

J. C. ALLEN & SON,
COMMISSION MERCHANTS,
16 Beatrice St.

Phone N2916. Halifax, N.S., ... 192....

The inside address comes next, and rather than use the complete form, as is necessary for the outside, or envelope address, it would be preferable to shorten it.

The full address:

Mr. W. T. Clatworthy,
Room 2104,
Alcott Bldg.,
Montreal, Que.

Shortened for the inside address to—

Mr. W. T. Clatworthy,
Montreal, Que.

Then comes the salutation. If addressing an individual, "Dear Sir." If a firm, "Gentlemen." All

words in the salutation should start with a capital letter.

The body of the letter, or letter itself, then follows. If the letter is in answer to another the first line should be an acknowledgment: for instance—"Your letter of May 22nd received." This shows your letter is in answer to his, and so should have immediate attention. It is best then to get right down to the subject without lengthy preamble.

For a complimentary close—"Yours very truly" or "Yours truly" are the most common. Some use "Yours respectfully", "Yours sincerely" or "Yours faithfully." The first mentioned are preferable for a strictly business close.

The signature comes directly under the complimentary close, and should be the full firm name first, with the personal signature of the writer underneath, also his official title, if necessary. In this way:

ALCO BEDDING COMPANY, Ltd.,
J. C. Rand,
Accountant.

or

McDonagh Brothers
Per R. P. McDonagh.

The postscript is really unnecessary, although it is used now principally to emphasize some particular point. It used to be initialed, but this practice is being discontinued.

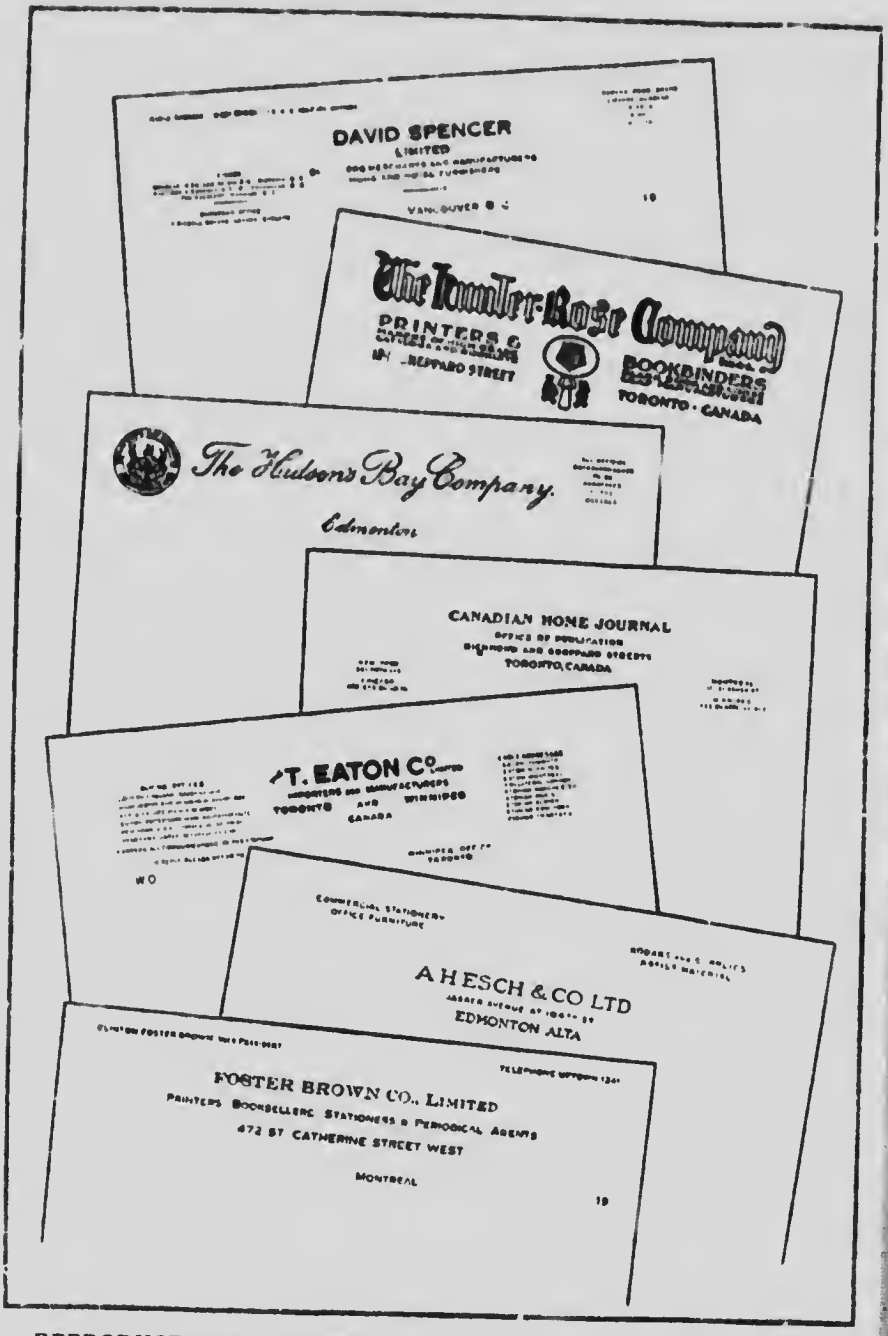
Stationery.

The stationery used can undoubtedly help or hurt the effect of a letter. For the average business man the conventional and safe business stationery is to be recommended. It adds weight, and shows practical common sense. Some prefer, of course, a characteristic stationery but the dividing line between such and the eccentric or poor, is very narrow.

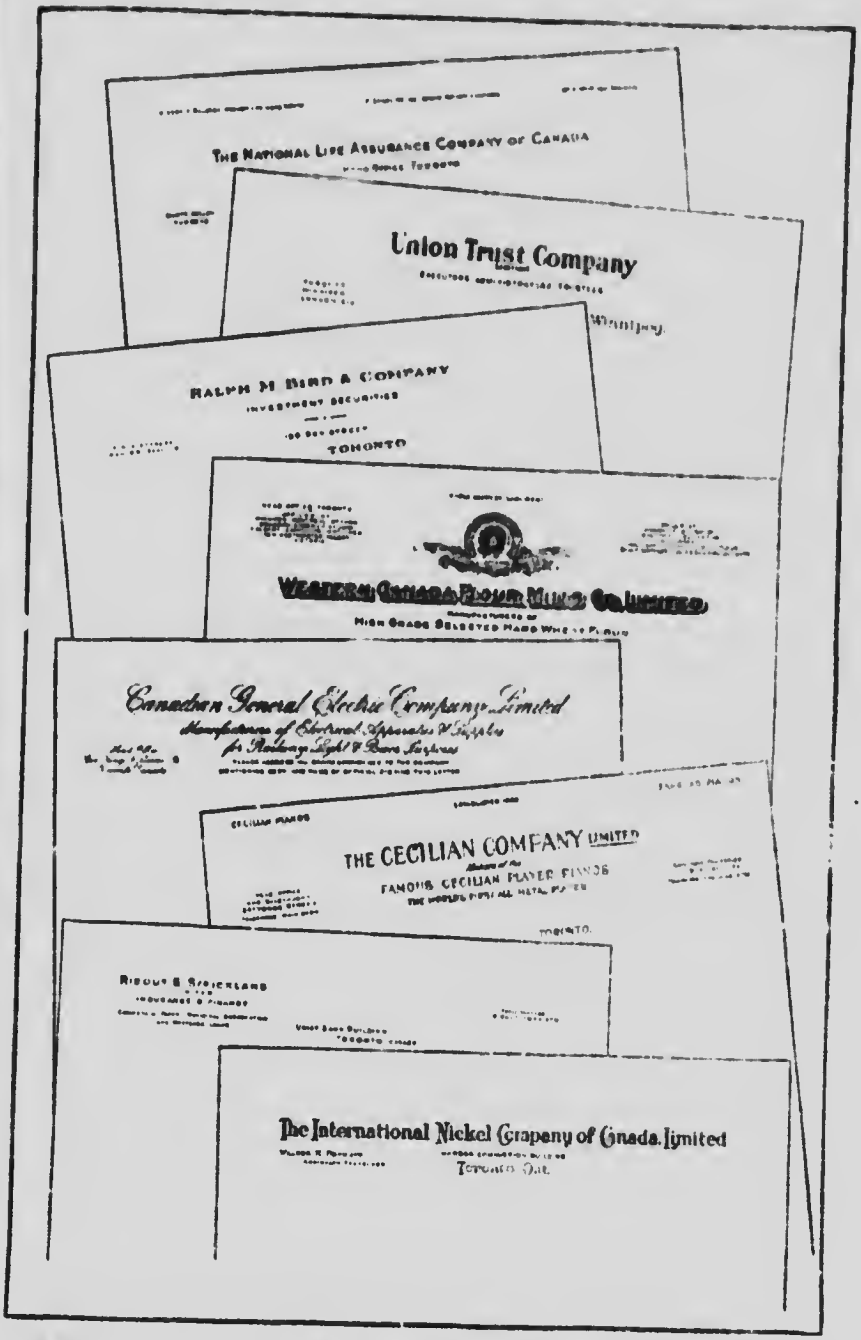
White is the most common color used for business stationery, although light blue, light orange or light yellow are quite permissible, and it should bear the name of the house or individual, and the address. The telephone number and the nature of the business may be added if desired. A good quality of paper should be used, a bond stock preferred. The conventional full sheet size is 8½ by 11 inches. An envelope 3½ by 6¼ inches would be quite correct, of the same stock as the paper.

Letterheads.

In choosing letterheads, simplicity and clearness should be favored. Colored printing should be avoided except in rare instances. Details are best left out, as they only complicate the heading. Good taste demands an effective letterhead, and above all it should be practical in copy, color, size and paper. Some typical examples are shown on the following pages.



REPRODUCTIONS OF SOME CANADIAN BUSINESS LETTER HEADS



REPRODUCTIONS OF SOME CANADIAN BUSINESS LETTER HEADS

Addressing.

In addressing the envelope the street address or postoffice box of the party addressed should always be given. Sometimes, of course, in the case of the party addressed living in a small village, or where a large firm is concerned, it is not absolutely necessary. Do not use any abbreviations for the name of a city or town, although the name of the province can be abbreviated.

Before the name of the party addressed give the title of "Mr.", "Mrs.", "Miss", "Dr.", "Rev.", "Capt." as the case may be. "Esq." may be used also in place of "Mr."

"Messrs." may be written before the name of a firm, but it is not necessary.

When addressing a person living in the same city as yourself, do not merely write the name "City" after the street address. Give the name of the city. Letters may get into an out of town mail bag and if so, it is more likely to be returned if the name of the city is shown, instead of just the word "City."

Mr. Jos. H. Hector,
22 Oriole Ave.,
Saskatoon, Sask.

or

Mr. Albert Hendry,
Care of The Hudson Co.,
King and Yonge Sts.,
Toronto, Ont.

The address should begin on the envelope just above the centre, because postoffice stamping may obliterate it if placed higher.

Care should be taken that the correct postage is placed on all letters. Besides having a tendency to delay delivery, a letter with not sufficient postage shows, at least, lack of care.

Spelling.

Spelling should be given careful attention in all letters. At the same time it is best to always use the shortest word that conveys your meaning—The shorter the word the greater the "punch" or effect. A book of Synonyms and Antonyms will prove of great assistance, besides helping to improve the vocabulary generally.

Punctuation.

A few remarks on punctuation should not come in amiss, and will give a general idea how the different marks are used. This phase of a letter is very important, for the misplacing of these marks can distort even the simplest expression.

Period (.) The point marking the end of a complete sentence. It should be used after every abbrevation.

Comma (,) It makes the smallest division of a sentence, used wherever a trifling pause would be made if speaking.

Semicolon (;) Used to divide a compound sentence. Marks a longer and more distinct pause than the comma.

Colon (:) Used to make a pause greater than a semicolon and less than a period, usually where a sentence complete in itself, but followed, without a conjunction, by some remark or explanation.

Dash (—) Used to denote a sudden stop, an abrupt change in the thought, to give significance or to add effect to other points.

Interrogation (?) Used after a question.

Exclamation (!) Used after an expression denoting strong emotion.

Quotation Marks (" ") Used when quoting words of some other person or a borrowed expression.

Parenthesis (()) Used to enclose a word or sentence inserted, as an explanation or comment, and not necessarily connected with the rest of the sentence.

Apostrophe (') Used to signify the possessive case, or where a word is contracted. For instance, "Smith's desk" or "The firm's policy." "Doesn't" contracted from "does not."

Paragraphing.

The paragraphing of a letter can help its effectiveness. A letter with too many paragraphs is certainly to be preferred to one with not enough.

To begin a new paragraph just start on a new line and partly over the page, after completing the last sentence in the previous one. It is used as a separation of irrelevant sentences.

Stock Phrases and Words.

Below are given a number of words and expressions that it would be best to avoid. Such words or phrases tend to weaken any business letter, and

while a number of these are still largely in use it would be better to do without them.

(1) *As per*—Say "according to."

(2) *At hand or to hand*—Say "we have received."

(3) *Advise*—Use "Tell us" or "Inform us."

(4) *Beg*—as used in "Beg to remain" or "Beg to state."—Old-fashioned formality and unnecessary to-day.

(5) *Complaint*—Do not use this word if possible avoid it. Merely refer to the subject, as "complaint" has an unpleasant sound.

(6) *Contents carefully noted*—Meaningless and unnecessary.

(7) *Esteemed*—Obsolete now as used in "esteemed favor."

(8) *Favor*—When used to mean a letter it is wrong. A favor is a kindness rendered, and while a letter may do a favor it is not itself a kindness.

(9) *Hand you* and *Enclosed herewith* — Say "Send you" and "Enclosed."

(10) *Inst. Ult. and Prox.*—Name the month.

(11) *Kind* as used in "Your kind order."—Rather servile courtesy and should be eliminated.

(12) *Kindly*—Often used incorrectly, as in the phrase "May we kindly ask you to, etc." It is correct to say "May we ask you kindly to, etc." but "kindly" describes the act of filling and not the act of asking. Do not call your own act a kind one.

(13) *Oblige*—as used in ending a letter "and oblige, Yours truly"—This is a weak ending.

(14) *Our Mr. Carson*—Say "Mr. Carson, our repesentative," or just "Mr. Carson."

(15) *Proposition*—This word means a proposal or undertaking, but is used now to mean almost anything. It would be best to use it only in its proper sense.

(16) *Recent date*—Give the correct date or else name the subject of the letter being answered, as "Your letter about the potato shipment."

(17) *Same*—Wrong when used as a pronoun. Say "it" "they" or "them."

(18) *State*—Use "say."

(19) *Valued*—Obsolete, as used in "valued favor."

(20) *Writer*—It is quite correct to use the first person, as "Your letter has been referred to me." It is better than to say "Your letter has been referred to the writer."

(21) *Would say or Wish to say*—Unnecessary and antiquated, as used in "Your letter received and in reply would say." Instead, "Replying to your letter, etc."

The more important points of a business letter have been given as briefly as possible, and these requirements cannot be too strongly impressed. Without paying attention to all such details the letter loses its force.

CHAPTER II.

GENERAL LETTERS.

Letters Applying for a Position.

IT is surprising how few people know how to write a letter of this nature. Most of such letters are altogether too conventional and do not properly describe what the writer has done and what he thinks he can do. The applicant for a position must remember that he is trying to sell his services, and in so doing must make his letter stand out from the others, so as to get favorable attention. Eccentric expressions are not to be recommended, of course, but the writer should present himself in a different way, to the usual stilted and conventional form.

Before giving any examples it would be best to state a few points to be remembered in writing a letter of this kind.

(a) Be as brief as possible, but do not omit anything that should be said about yourself for the sake of brevity alone.

(b) If your letter is in reply to an advertisement, do not leave out answers to *any* of the particulars mentioned. If the information was not required it would not be [illegible]d for.

(c) Always give your telephone number if you have one, and besides writing your address above the date line at the top, it is advisable to write it at the close as well.

(d) If you desire an interview add a paragraph to this effect, and if you can only call at certain hours be sure and specify it.

(e) Do not use flowery language or make extravagant statements. Mention the facts about yourself briefly and let each statement stand by itself.

(f) If you can, use a typewriter, unless the position is such that a sample of your handwriting is required.

(g) Correct punctuation and spelling are essential.

(h) Use the plain commercial paper. Do not use Hotel stationery, although Club stationery is permissible.

(i) Only write on one side of the sheet, and if more than one sheet is required number them "2", "3," etc.

(j) It is advisable to give references whether asked for or not. Do not send originals but make copies, marking them "copy."

(k) If you are occupying a position state frankly why you desire to make a change.

(l) If the advertisement requests you to specify lowest salary at which you will start, do so. It is not necessary to mention it if not asked.

One or two forms of application follow:

In answer to your advertisement in the "Telegram" to-day for a stenographer.

I have had six years experience. Can take 130 words a minute and be sure of my notes.

For the last three years I have been with Messrs. Grant & Company, Wholesale Grocers; left because they failed. Before that I was with Messrs. Trenoth & Company; left to better my position.

Graduated from Doane's Business College in 1914.

Age 23, single, and live at home.

I refer to ———

Will be glad to call at any time for an interview and test.

R. B. Hales,
102 Deleware St.,
Toronto, Ont.

Telephone H2030.

"Answering your advertisement in the "Herald" for a salesman.

At present I am with the Smith Lott Company, but desire to leave owing to change of Management and policy.

My present salary is $175.00 a month. I am 32 years, and have a wife and two children.

Ten years experience in selling boots and shoes, in Ontario, Quebec and the Maritimes.

Copies of references attached."

These forms can be varied, but the general idea is shown. Such an application is brief without omitting anything that should be told.

Another letter that would prove very effective, and combining most of the points necessary in the writing of a successful letter of this nature:

> Mr. L. A. Gemble, Professor at the School of Science of McGill University, Montreal, suggested that I apply for the position of Electrical Inspector at your plant at Niagara Falls.
>
> I understand that the person filling this position must have wide practical experience in electrical engineering, must be capable of interpreting engineering specifications judiciously, and to see that the work done follows your intention in these specifications.
>
> My experience and training have fitted me for these duties. I was in the employ of the Canadian Pacific Railway for ten years, at their power plant in Montreal.
>
> In 1915 I went with the Hydro-Electric Power Company and two years ago started a post-graduate course in Electrical Engineering at McGill University. I have just finished.
>
> My personal desire is to obtain a position in your firm, and am confident of giving satisfaction. In this connection I am permitted to refer you to Mr. C. P. Johnson of the Canadian Pacific Railway, Montreal, and to Mr. T. R. Aggett of the Hydro-Electric Power Co., Toronto. Also to the other gentlemen mentioned on the attached list.
>
> My telephone number is M 623, and if you will make an appointment I can call at any time convenient to you.

Letters of Recommendation.

A letter of this kind may e er be addressed specifically or in a general way, such as "To Whom

it may Concern." It should contain plain facts, who the person is, how long known by the writer, in what capacity, what his training is for the position now open, and other like information.

The language used should, in fairness to the applicant, be specific and detailed. Vague and general statements are not of much use, for they betray lack of interest or confidence.

The open letter should not be sealed and consequently only general statements may be used. Therefore, an open letter is of small value, unless the position sought is a minor one.

A letter sent direct is one which the person writing has promised to send when he allowed his name to be used as a reference. It should have careful consideration before being sent. It would be well to close such a letter with "If you care to write for any further information, I will be glad to reply."

An ordinary letter of recommendation is as follows:

> I am glad to give my opinion of George Doherty in answer to your letter of March 2nd.
>
> He has been in our employ for the last year and a half, as bookkeeper. He has attended faithfully to his duties, and has taken a general interest in the business. We are sorry to lose his services, but are glad to recommend him to a position which carries with it better wages and an opportunity for advancement.

Letters of Introduction.

Such letters should show clearly whether the introduction is for a specific person, or for the general

purposes of acquaintance and friendship. Below are examples of each:

> I have pleasure in introducing to you Mr. C. R. Herron, of Rankins Limited. He would like to have an opportunity of studying first-hand your well known system of deliveries by truck. He has heard from me that you would be glad to explain the system and give him the benefit of your knowledge on that point. Your invitation and kind offer of last month has not been forgotten.
>
> You will no doubt remember hearing me speak about Mr. Tom Dale, who is leaving for Calgary to make his home there.
>
> Mr. Dale is a very good friend of mine, and I am glad to make him known to you.
>
> Anything you can do to help him get settled and in introducing him will be considered a personal favor.

Asking for Information.

In any business, as well as in private life, it is often necessary to write for information. It is as difficult to intelligently ask questions as it is to answer them, so such letters should have careful attention.

An ordinary inquiry, such as for one firm to ask another one of the common favors any business house may expect to ask, or to be asked, should be as brief as possible, for instance:

> Could you tell us of your experience with Mr. R. G. Jones of Calgary.
>
> We have just received an initial order for $600.00, and he has asked for 60 days terms on half this amount —$300.00 was prepaid.
>
> Your kindness will be appreciated, and we shall be glad to reciprocate at any time.

When the inquiry is about something unfamiliar the subject of the inquiry should be stated first, and followed by any questions:

> May I ask for information about your truck costs system?
>
> What items do you figure in your cost?
>
> How many (etc.).
>
> I am endeavoring to instal an efficient cost system, and as I had heard your system was so complete, naturally turned to you for information.
>
> Any help you can give me will be very much appreciated.

Always enclose a stamped return envelope with such an inquiry, and be sure and send a letter of thanks for any information given.

Avoid carefully any negative suggestion in your inquiry. Do not say that you know you are asking for a great deal of his time, or that you know you should not trouble him, etc. These phrases have the tendency to irritate although courteously intended.

Giving or Refusing Information.

If a request is granted give the information cheerfully. Make your answers as briefly and clearly as possible. Show courtesy and a desire to be of further assistance.

Granting a Request.

> Your letter of March 16th received, asking about our Truck Costs System.
>
> I take pleasure in sending you various forms we use in compiling the costs. These will probably explain the System better than I could by letter.
>
> If I can be of further service in any way please write me aga .

Refusal of a Request.

We regret that it will be impossible to grant the request contained in your letter of March 24th.

Donations of this nature to be given direct were not figured on when making our annual appropriation.

We express our good-will to all such organizations as yours through a regularly arranged contribution to the governing body in Montreal. We believe this is more effective in reaching the ends we both desire.

No doubt you will get in touch with your Montreal Bureau.

A letter refusing an offer of space in an advertising medium:

Your letter of April 16th received, containing an offer of advertising space in the "Sun," with rates. We thank you for bringing the offer before us, but, unfortunately, our advertising appropriation does not cover such publications as the "Sun". We can assure you, however, that if at any time in the future we decide to use publications in your class, we will be pleased to give the "Sun" our consideration.

CHAPTER III.

GENERAL LETTERS.

Ordering Goods.

A LETTER of this nature should be very clear. It should contain (1) list of goods ordered, (2) How to ship, (3) Destination, (4) When to ship. If necessary, catalogue reference and the number of the order.

It is practically the easiest of all letters to write, but is often the most incomplete. Because the writer is conferring a benefit he does not feel obliged to use care. This is a mistake and results in great losses every year.

Each item in the specifications should be shown separately, and a full description given.

If no routing or method of shipment is specified the shipper may choose his own route and method of shipment without incurring any liability.

The date of shipment should be given, if desired at a future time. If immediate shipment is required say "Ship at once." If needed in special haste it is always well to give a reason, so that the need for hurrying shipment will be impressed on the shipper.

Please ship immediately by C. P. R. freight to Alden, and have the railway trace—

6/98s C. Queen Flour.

2 cases regular size Redno Rolled Oats.

I am entirely out of flour, so your special attention to this order will be appreciated.

Remittances and Enclosures.

Currency should not be sent through the mails. Money should be sent in the form of an Express Money Order, a Postal Money Order, a Bank Draft, a Cheque, either personal or certified, or a certificate of deposit.

Reference should always be made in the accompanying letter as to the amount of money enclosed, and the form in which it is sent. If it is lost, then the loss will be noticed at once and steps taken to trace it without delay.

The enclosure should nearly always be mentioned at the beginning of a letter.

It is best to mention what account a remittance is to be applied upon. The sender has the right to do this. Specify the invoice, for sometimes payment may be applied against some older account and a misunderstanding result.

If a discount is taken it should be clearly mentioned, as, "I enclose a Postal Money Order for $36.80, in settlement of your invoice of March 3rd, less 5% discount for payment within seven days." It will be noticed that it is not necessary to give words as well as figures when referring to money. Only in cheques and other negotiable paper is it necessary to say "Thirty-six Dollars and 80-100 ($36.80)."

Acknowledging Orders.

An acknowledgment should be sent as soon as an order is received. This shows the customer that the order has not been lost and tells him when shipment will be made, etc. It should contain—(1) Thanks, (2) Reference to the date of the order, or the name of the article and the customer's order number, as well as the number given it by the shipper, (3) Shipping date, and other data of the order, so that if any mistake has been made it will be noticed, (4) Courteous close.

Several examples of acknowledgment follow:

Your order No. —— just received, for which we thank you. It has been sent to our warehouse for immediate shipment and we assure you will have our careful attention.

It should reach you within a week, but we will have the railway trace the shipment so that it will not be held up in any manner.

We feel sure the "Radnop" will continue to give you entire satisfaction."

Your initial order dated March 15th received today, and we thank you for giving us a share of your business.

The order has been entered under our No..... and instructions have been issued to the Shipping Department to give it particular and prompt attention.

We feel confident Mr. Brown, that "Delta" will give your customers entire satisfaction and the result of your handling it be to our mutual advantage. Remember we stand behind every package sold with an absolute guarantee. We hope this is just the beginning of long and pleasant business relations with you.

We appreciate very much your first order, which was shipped yesterday on the C. P. R. There should be no delay in its reaching you, and we hope everything will turn out in first class condition.

If there is anything not entirely in order do not hesitate to let us know, for we want you to be perfectly satisfied with this initial shipment, as well as any future ones we may have the pleasure of forwarding you.

We again thank you for opening an account with us, and hope we will soon have the pleasure of serving you again.

A printed postcard should not be used to acknowledge large important orders or initial business. Ordinary orders, however, may be acknowledged in this manner. A form that may be used is given below:

Dear Sir:—

We thank you for your order No..... just received, and have entered it for immediate shipment. It will be handled under our No..... and if you have occasion to write us about it please refer to this number.

If the order is held up in any way we will write you fully under separate cover.

When Another Article is Substituted for the Same Grade

In making up your order we have found it impossible to supply you with the exact grade of Lawn Mower that you desired. Rather than delay your shipment, however, we have substituted a make that is exactly the equal in every respect of the one you ordered. It costs us exactly the same and sells for the same, as you will see by referring to our price sheet. But if you find when you examine it that this does not entirely suit you, we shall be glad to have you return it to us at our expense.

When a Better Grade is Substituted

It has been impossible for us to supply you with the exact grade of Brush you desired. Rather than delay your shipment, however, until we received a fresh supply, we have selected from our stock another grade of a little better quality than the one you ordered. This Brush costs us more, and regularly sells for more, but since the fault in this instance is ours, we are not going to charge you anything extra. If you find on examination that for any reason you cannot use this Brush, we shall be glad to have you return it to us at our expense.

Too Heavy to go by Express—Cheaper by Freight.

When we had completed packing your goods, we found that they were heavy enough to make a sufficiently large freight shipment. We have, therefore, taken the liberty to send them in this way instead of by express, as you suggested. The charges will be considerably less, and we feel sure you will approve our action.

Cannot Send by Parcel Post, Because of Regulation.

Post office regulations make it impossible for us to send your goods by parcel post. We have, therefore, taken the liberty of forwarding them to you by Express. We feel sure you will approve of our action, as it would have kept you waiting some time had we first asked you for further shipping instructions.

Changed Routing to Cheaper Way.

After we had packed your goods, we found they could go just as well by parcel post as by Express. We took the liberty, therefore, to send them in that way, and we are returning herewith the difference in carriage charges ($2.30) which we have saved you.

Under-Remittance.

In checking over the amount you remitted, we find you have made a slight mistake. The full remittance to cover the goods you ordered should be $120.00, whereas you have sent only $110.00. We realize that this is simply an oversight on your part, and just as soon as we receive the difference, ($10.00), the goods will be forwarded to you at once.

The amount you remitted for carriage charges was not quite sufficient to cover these. Rather than keep you waiting until you could send us the full amount, we have forwarded the goods collect, and we are returning herewith the full amount you sent for this purpose ($5.00).

CHAPTER IV.

LETTERS OF ADJUSTMENT.

THERE is no doubt that a certain amount of trouble will occur in every business. Even the most efficient business houses and the best of firms are bound to make some of the countless mistakes possible when sending orders and receiving goods. An invoice may be checked wrongly, goods will be returned or an order cancelled, and trouble is certain to arise at sometime.

Some of the larger Houses have a "Complaint Department." "Adjustment" would be a better name, although in business the word has a restricted meaning. However, the general term "adjustment letters" is the best to cover all this class of correspondence.

It is, of course, much simpler to ask for an adjustment than to make it. The seller can be relied upon to investigate and settle satisfactorily in most instances, so all that is necessary is to co-operate by writing all the facts clearly and briefly, with a request for attention. The subject of the letter should come first as in the following examples:—

> We have not yet received our order dated May 10th, acknowledged May 15th. It was for immediate shipment and should have reached us before this.
>
> Please give the matter your attention.

Our order of May 15th for 20 bags of flour has not been reeeived, nor have we an invoice showing shipment.

You acknowledged this May 18th and told us it would be shipped within three days. Unless it beeame lost in transit the goods should have reaehed us ten days ago.

If not already shipped please forward at onee and follow with a tracer.

When serious trouble has resulted, or a claim must be presented, the facts need only be stated briefly and clearly, but without discourtesy.

The delay in my order for your Filing Cabinet No. 12 has lost me the sale, as my customer eould not wait. You will doubtless remember our correspondenee on this subject.

I am, therefore, holding the Cabinet for your orders.

To emphasize trouble details should be gven fully but not repeated. If possible suggest causes for the trouble as this will have a powerful effect, showing as it does that the writer knows what he is talking about, and has not merely made a hasty "kick."

We have had repeated trouble with orders you have sent us for the last two months.

Our order of April 6th was very poorly erated and the goods contained were so damaged that we eould not use them.

Our order of April 24th was short shipped, and when it was sent one article was not what we ordered.

Such accidents are always annoying, and when they oeeur four times in three months they are, you will agree, too frequent. We have found you ready to make settlement for our losses, but prefer satisfaction to settlement.

Unless you can give us reasonable assurance that we shall not be subjected to a repetition of this treatment we shall be obliged to transfer our orders to another House.

To neglect correspondence is a most serious offense in business letters. It is recognized so well, however, that merely calling the offender's attention is to make the request sharp enough.

Please refer to our letter of April 10th asking you to give attention to our shortage claim.

We would like to have the matter settled at once, for we have already made payment to our customer for the value of the shortage.

If still neglected, a letter as follows may be sent:

Will you please give your immediate attention to our correspondence on the subject of our order of March 6th.

On March 24th we wrote you at length informing you of the shortage and sending you the Railway's Expense Bill noted as to the shortage.

On April 10th we wrote you again saying that we had already paid our customer for the loss he incurred and that we wished to be reimbursed.

No reply to these letters has been received.

Unless you write us immediately on this matter we shall ask you to cancel all orders for us that you may have on hand unshipped.

In cases where repeated neglect is given correspondence the only thing to do is to stop dealing with such a firm. Never get angry in a letter, for it is useless to do so. On the other hand, an angry letter is usually a confused one and the House which made the mistake needs clear statements to help straighten out the trouble.

An angry letter requesting adjustment does not punish the offender. It only gives him a chance to show himself more courteous than you, by writing a courteous reply, or to give him a good laugh, or to get angry in return and so neglect your complaint. Remember business is *service* not *warfare*.

The seller and shipper has the more difficult problem in making a satisfactory adjustment. He has the more accurate knowledge and presumably the greater profit. He should recognize that in event of trouble his first duty is to help out the customer and to give him the best end of the bargain.

There is a great opportunity to strengthen the personal relations by a clear, intelligent, courteous and generous letter of explanation, or adjustment of difficulties. It is a well known fact that it is the easiest thing in business to lose a customer and the hardest to get one. There is, therefore, more at stake in writing an adjustment letter than mere abstract justice. Keep in mind the next order.

An accurate system of receiving, filling, checking and shipping orders should be in use. A definite policy in granting and disallowing claims adopted. An exact record of every transaction kept. The customer feels the force of these safeguards expressed in the letters, and should receive the suggestion that these safeguards are for him too. If a House is careless in granting claims or too profuse in apologies, it betrays a bad management, that will some day cause a loss for the customer. Consequently, good writers of adjustment letters should make specific statements, and refer to facts that have been promptly and accurately looked up.

Of course, trouble should be settled with the least possible loss to the House. In declining a claim, show that it is against the policy of the House to grant it, and that these policies are in the interests of all and cannot be easily set aside. When granting a favor make it plain that the House is glad to give service.

It is often the case that when a customer wishes to return goods for any of the various possible reasons, a lower price or better terms will be enough inducement for him to keep them, thus saving at least transportation charges. Or, perhaps, another customer in that vicinity will take them. A frank, courteous statement of your side disposes the customer to give fair treatment.

> Your letter of April 8th received, saying you wished to return the Dining Room Set recently shipped to you, because you are overstocked with such Sets.
>
> We are always ready and willing to do what we can for you, although you understand this order was taken in good faith, and if we allow the return of goods indiscriminately it would be impossible to maintain our low prices. On the other hand, we are always glad to help our friends.
>
> Under these circumstances we are willing to extend the terms on this shipment from the usual 30 days to 90 days, giving you ample time to dispose of this excellent value.
>
> Mr. Carson will be calling on you next Thursday. Be sure and look specially at our very handsome offerings in mahogany Bedroom Suites. They will include, we believe, some of the best designs ever shown to the trade.

It is foolish to get angry even though some of the letters requesting adjustment show carelessness,

ignorance, and border on dishonesty, being enough to try the patience of anyone. Keep replies courteous, and carefully look out for the customer's interest without violating the House policy, and the most unreasonable of customers will learn to write more reasonable letters. Remember the written word appears far sharper than if it were spoken, and even where there is ample justification, clear the House side without discourtesy.

An example of a courteous reply written to an irate customer:

> In response to your letter of May 6th, we are glad to tell you that your order for Kitchen Cabinets went forward the same day, so that the invoice should have reached you by this time.
>
> These Cabinets were sent direct from the factory, taking more time than if they had gone from Toronto. We are usually able to avoid delay, and maintain our reputation of being the most prompt shippers of furniture in the country, on account of the great capacity of our warehouses. Even in the present instance we have done better than the trade can usually expect, for there are no furniture manufacturers who accept orders from the retailers or jobbers without the understanding that a delay of three or four weeks is to be incurred in the filling of orders.
>
> We hope your orders with us will continue to grow larger, so that you will have an opportunity of proving the truth of this statement.

Satisfaction guaranteed is the policy of some firms. They follow the general principle that "the customer is always right." While it is hardly wise to adopt such a policy entirely, the benefit of the doubt should be given the customer. A generous but not extravagant policy is the best, and it should not

be set aside unless some very large issue is at stake.

In granting a claim do so at the beginning of a letter, and in a cheerful manner. If the customer is first shown that he is wrong and after that his request granted, the favor will be less appreciated than if it were not grudgingly made. An example:

> We were sorry to learn from your letter of May 10th that you did not find the sash with your dress. If you will send us the girdle we will match the material and at once make you another sash. Unfortunately, we have no other dress of this style in stock or we would be glad to take the sash from it and send it at once.
>
> Our records indicate that the sash was put on the dress, so that some accident must have happened, which we are unable to trace.

In refusing a claim it is best to do so at the first of a letter, without apology, but with a word of courteous explanation.

> We regret that we are unable to allow the return of articles mentioned in your letter of June 2nd.
>
> Goods of this character, intended for personal use, are not salable after return, so that we have been obliged to pass a regulation against accepting them for credit.

> We regret to inform you that your claim for $16.20 damage on goods delivered April 3rd, has not been allowed.
>
> It appears that the shipment left our warehouse in good condition and was delivered in good condition, so that if it is damaged the responsibility is not ours.
>
> We hope you will be able to locate the responsibility.

Letters asking for adjustment should be answered promptly, even if there has not been an opportunity to investigate. Do not, however, use language that can be interpreted as admitting the justice of the claim.

> We shall give our immediate attention to your request of June 4th, and promise you our careful investigation. We have not yet had time to sift the affair thoroughly, but we shall have the facts in hand in another day and will write you immediately.

Investigate promptly and find out who is to blame as far as the records show. Do not state flatly in the first letter that the customer is wrong, even if he is, but merely quote the records. If the customer makes trouble when he is certainly wrong it will then be time enough to make absolute statements.

Do not write vague, careless letters of adjustment. Show by concrete facts what the error is and explain how it is to be amended.

Where the trouble is slight a short, concise letter is best:—

> We could not send that item of your order, No. 262, calling for Bill Books.
>
> We endeavored to obtain these for you from McClures Limited, but without success.
>
> Enclosed is a price list which should have been sent with our letter of June 16th, but which was omitted through an error on the part of one of our clerks.

Where the trouble is more serious a longer letter going more into details is best:

> Your letter of June 2nd has been referred to this office for attention. We are indeed sorry your letters have been answered in a dilatory fashion. This matter has been vigorously investigated and we feel sure

there will be no occasion for this serious annoyance in connection with your future orders. We are glad this was brought to our attention, as it is only in this way that the objectionable features can be eliminated from our service and the weak spots strengthened.

We want you to feel you are well treated when you deal with us, and that every effort will be made to merit your goodwill in the handling of your business.

It is the policy of our House to conduct this business in giving prompt attention, in offering better values and more courteous treatment, that our merchant friends will find it to their best interest to give us a greater portion of their patronage.

Will you not overlook this unfortunate incident, and give us an opportunity in the near future to demonstrate our ability to handle your orders in a prompt and satisfactory manner?

When the mistake is the customer's put first in the letter something pleasant. For example, if he has made a mistake in filling out his order, first thank him for the order and then state the facts as courteously as possible. Do not suggest in any way that he is ignorant or careless, but try and suggest a way out of the trouble.

Several letters follow for illustration:—

Your letter of June 4th received, in connection with your invoice of May 26th.

Possibly you are not using water with these Killers. If you will pour about an ounce into each, the poison will be dissolved, as well as the substance that attracts the flies.

If this is not the trouble, please write us again in detail. We believe, however, that you will have no further difficulty, for we have sold thousands of cases of these Fly-Killers, and all have given satisfaction.

As we knew you urgently required the Spring Hats we made a selection and hurried the shipment forward, although we had not been informed of the sizes desired. We hope they will be quite satisfactory.

Your letter of June 3rd arrived just after the Hats had been forwarded. Although we do not believe you would be overstocked by carrying several of these excellent values we shall withhold shipment of the size 7¼ until we hear from you further.

We thank you for your order recently received. It went forward by Dominion Express on May 26th, and we hope it reached you promptly and in good shape.

We were unable to make shipment of the paper napkins, for the reason that prices were omitted and incorrect stock numbers were given. When next ordering we hope you will include these items, referring to our catalog for the current month, for stock numbers and prices.

Your very good order for Spring Hats just received.

We were unable to proceed with the order, as the stock numbers of the hats were not given. If you would be kind enough to state just what style you wish, we shall gladly make immediate shipment.

Your order of May 16th received, and we hope to give you entire satisfaction in filling it.

At present we are holding shipment awaiting your decision on the item

14—12—B Brown Denim

That number in our catalog refers to Brown Madras. If you wish Denim, we shall ship it at once upon receipt of your letter telling us what grade of Denim you wish.

When writing a suspected dishonest correspondent make the letter confine itself to a statement of

facts and of the writer's position with regard to them. Below is a letter written to a customer in the habit of making dishonest claims.

> We are in receipt of the "Cash Register" which you returned, and find upon examining it that this Register is in first-class condition, and is exactly what you ordered.
>
> You will remember the long talk you had with our representative, and that it was thoroughly understood that we positively would not accept the return of it.
>
> It is exactly what he represented it to be; your order was filled in good faith and we will not accept its return.
>
> It is being held in our Receiving Department, and we shall be pleased to have you inform us what disposition you wish made of it.

Avoid the negative suggestion. Such endings as "We hope this will be satisfactory" or "If this is not satisfactory let us know" are very poor. Instead say "We believe this will be satisfactory" or better, "It is our policy to give our customers complete satisfaction. We value your trade and we want to make this adjustment an expression of that appreciation, as well as of abstract justice."

It is impossible, of course, to give examples of adjustment letters that would cover those necessary to be written even in a single business. The letters that follow may be used as a basis for systematizing Adjustment Letters, or to prepare forms covering the chief situations:—

> Our warehouse have just informed us in reply to our wire, that your order of June 4th was shipped June 17th. We are now waiting for the car number,

when our Traffic Department will trace it through to Cornwall.

We are sorry the delay occurred, and hope the car will have a record run in transit.

In response to your letter of April 6th, we take pleasure in informing you that your order has already been shipped.

The goods should arrive within the next few days, but if by any chance there is a delay in transit, please let us know.

Your order for Associated Canned Fruit, inquired about in your letter of April 12th, is in the hands of our Shipping Department, and will go forward to-day.

We hope the shipment will reach you promptly.

Upon receipt of your wire we in turn telegraphed our mill, and learned just now that they were unable to ship your car before April 26th.

We know you are in a hurry for the flour, and so have instructed our warehouse here to send you a few barrels to keep you supplied until your car arrives. This small lot will be invoiced on the carload basis.

We are indeed sorry that your order for Refrigerators has been delayed, but we have been simply "snowed under" with orders the last month or two.

The first part of your order will go forward to-morrow, and you can rest assured the balance will follow as soon as possible.

Your letter of March 26th received, and we again wrote our mill urging them to do everything in their power to arrange earlier shipment of your order than April 10th. From the present outlook it does not seem possible they will be able to better this promise, but if we receive any information of importance we will let you know.

On receipt of your letter of March 30th we took up the question of the delivery of your order with our Grocery Department, who informed us the goods were forwarded yesterday afternoon.

If they have not been safely delivered upon receipt of this letter please let us know, when the matter will have our immediate attention.

We are very sorry to hear that the shipment of May 6th has not yet reached you.

On investigation we find it was routed by way of London and the P. M. R. In future all your orders will go forward via C. P. R. direct, in accordance with your request.

Our Traffic Department are taking the matter of tracing up with the carriers, and we hope their efforts will result in early delivery of the goods.

Your letter of May 6th received, reporting damage to 3 bags of Sugar in your last shipment.

Please have your Agent make a notation on the expense bill, showing that the Sugar arrived in a damaged condition and send us this document, along with a statement of the loss.

We will then present claim against the Transportation Company and credit your account.

As requested in your postcard of May 10th we enclose the original bill of lading covering our shipment of April 20th.

With this document we hope you will have no difficulty in obtaining settlement of your claim against the Railway.

We were sorry to learn from your letter of June 2nd that the Chair recently sent you was damaged in transit. Evidently the damage was due to improper crating, so there does not seem to be any claim against the carriers.

We shall be glad to make a reasonable allowance to cover the cost of repairs, or if you do not think the chair can be repaired you may return it to us at our expense, and we will credit your account accordingly.

We will send you a new one in exchange, if you desire.

We thank you for your remittance of $416.80 of June 4th.

In connection with the damage to the Feed we would like to ask if you have filed a claim in your own behalf? If so, we hope you will have no trouble in collecting from the Railway.

If you desire, we shall be glad to enter the claim for you, and in that case we would ask you to notify us and cancel all proceedings in your own name. Also send us the necessary documents to substantiate the claim.

We await your instructions.

We shall be glad to furnish without charge the parts of the Reaper which you report missing, in your letter of June 6th.

Please send us at once the inspection card which was packed with this Reaper, so that we may investigate the shortage at the factory.

We were very much surprised, and very sorry to learn from your letter of March 12th that the last Flour shipped you is not satisfactory. Please return to us by freight at once the quantity you have on hand, and let us know if we may have the pleasure of shipping you an order to replace it.

We do not want you to think that Star Flour is poor. Perhaps the trouble is that, as you probably know, being freshly milled it has not the strength of well aged flour. Last year we had practically no complaints of any sort, although thousands of barrels were shipped. Sometimes the yeast or other ingredients

used when baking are the cause of difficulty in turning out a good batch of bread. The Flour being the main part, is usually blamed.

Yesterday we delivered some Star to a baker here in the City and he has just called up to tell us that the bread he has to-day is the best he has ever turned out.

Try some of this later flour. We can ship it at once upon receiving your instructions.

We find on checking the goods billed on your invoice of May 16th that you shipped us 5 cases of Rolled Oats, for which you did not charge us.

Please send us an invoice for this, as we can dispose of them.

Thank you very much for the favor done us in your letter of May 26th, telling us that you will keep the 5 cases of Rolled Oats sent you with your order of May 16th. At your request we are enclosing an invoice for them.

We appreciate also your calling attention to the mistake in shipment. Our checking system is as nearly perfect as we can devise, and when an error is made we trace it down and do our utmost to prevent a repetition. Accordingly, we shall try not to give you cause to notify us of this happening in your future orders.

We shall try to reciprocate your kindness.

We have received our invoice returned for Oyster Shells shipped April 10th, amounting to $35.00, and your letter informing us that you are overstocked.

We are sorry to say we cannot accept the return of the goods, for the reason you give. The order was taken in good faith by Mr. Cantwell on March 10th, for shipment April 10th. We are willing to do all we can to help you, and are arranging an extension of 30 days on the draft covering this shipment.

The Canadian Express have just notified us that they have on hand at Delhi, a package addressed to you, which we shipped on May 18th.

We would suggest that you call at the office and accept the shipment, as the Express Company are pressing us for disposal.

We are in receipt of your letter of May 16th, and will do all in our power to help you straighten out the shortage you report.

Apparently the shortage occurred while the shipment was in the hands of the Transportation Company, although you report the Expense Bill only called for the number of bags you received. A copy of our original Bill of Lading is enclosed, from which you will notice the number invoiced was shipped.

Please take the matter up with the Railway Company and let us know if we can be of any assistance.

We have received your letter of May 16th reporting shortage on our invoice of April 26th.

So far we have been unable to discover why these goods did not reach you with the rest of the shipment. Our records show that the order was checked and rechecked, counted and recounted, and shipped, a system so exact that it usually prevents any errors.

We shall, therefore, await your confirmation of this shortage, and ask you as a favor, in the meantime, to make another investigation to insure that these goods have not been placed in stock, or applied to an order without the knowledge of the person who checked up the invoice. Mistakes will, of course, occur at both ends of the line, and we shall be very glad to allow your claim if the items do not turn up.

CHAPTER V.

CREDIT-LETTERS.

PRACTICALLY all business is done on credit, for only a small percentage of goods sold are paid for on delivery. The credit end is, therefore, a very important part of any business, and care should be taken that credit is only extended to those who can pay. Credit and collections are closely related, but the former comes before collection is necessary.

In the retail trade credit letters are not so much in use, as credit relations can usually be established during a personal conversation. In some of the larger retail houses, like a department store in a Metropolis, application for credit may be made more formally, and granted by letter after an investigation. The latter letter should not lay particular stress on the credit side, but should be used to give a welcome and to make a sales appeal.

There are numerous sources of credit information, when the customer is in business. Besides Dun's and Bradstreet's there are the Banks and reputable business men in the customer's locality who can give a report. Also other houses where he has had business dealings. It is often necessary to write direct to the customer for information, however, and

a blank statement is then usually sent, which, when filled in, indicates all the details of the applicant's financial situation.

The customer if approached correctly should be willing and eager to co-operate by furnishing this information. It is only reasonable that he should supply it and it is in his own interests.

A sample blank statement is shown on page 45.

When credit relations are opened the opportunity begins for credit education. The letters sent should constantly impress the importance of regular payments, the carefulness with which credit standing should be guarded, the seriousness of the whole complex credit system, the danger of over-stocking. The advantages in taking the cash discount should be shown, and the customer urged to do so.

Summed up the chief points in the credit education by a wholesale house are as follows:

(1) Extending credit is an important and serious matter.

(2) The interests of both in maintaining sound credits are identical.

(3) When in difficulties, write frankly to the House and trust to their knowledge and goodwill.

(4) The House can give help—(a) In showing the right proportion between assets and liabilities. (b) In showing what amount of buying will fit this proportion. (c) In advising about market conditions that should affect buying.

(5) In helping out of difficult situations.

Credit cannot be discussed so frankly with retail customers, but occasionally there are chances af-

The form shown is used extensively, having been adopted by the Canadian Credit Men's Association, Ltd.

For the purpose of obtaining continuous credit from _____ , 191 .. I (we) the undersigned, (Full name of firm) of (Street address) (City) (Province of) doing business as _____ make the following true statement of my (our) Assets and Liabilities as at our last stock-taking, dated _____

NOTE—Please fill out each space with the amount in figures properly belonging thereto, or with the words "No," "None," or "Nothing" as occasions may require.

ASSETS	Dollars	Cents
Merchandise on hand at actual cost		
Furniture and Fixtures, actual value		
Plant and Machinery, actual value		
Autos, Horses, Wagons, etc., actual value		
Cash on hand and in Bank (Name of Bank)		
Open Accounts and Notes (good)		
" " " " (doubtful)		
REAL ESTATE (as per description below), valued at		
OTHER ASSETS as follows		
TOTAL ASSETS		

LIABILITIES	Dollars	Cents
Owing for Merchandise (On open account or secured by notes or drafts)		
Owing on Furniture and Fixtures		
Owing on Plant and Machinery		
Owing on Autos, Horses, Wagons, etc		
Owing to Bank (Name of Bank)		
How secured?		
Owing to wife (Mortgage settlement or otherwise)		
How secured?		
Owing to others		
How secured?		
Owing for wages, rent and business taxes		
REAL ESTATE, Owing on Mortgages, Deferred Payments, Taxes, Interest and other charges		
Any other Liabilities not mentioned above		
TOTAL LIABILITIES		

SUMMARY — Assets ... $ ... Liabilities ... $ ... Surplus ... $ ...

RECORD OF ALL REAL ESTATE OWNED

SPECIAL NOTE—Fill in fullest particulars as to location and description of Realty holdings.

DESCRIPTION AND LOCATION	TITLE IN NAME OF	Value	Date of Purchase	Amount owing on Mortgages Deferred Payments
	TOTAL	$		

INSURANCE (Give Name of Company)	Stock	Fixtures and Furniture	Buildings	TO WHOM PAYABLE

Your stock should be insured at least 75% of its cash value. See that concurrent Insurance is allowed.

Amount of Annual Sales _____ Do you keep set of books showing liabilities and accounts due you _____

Have you gone security for anyone? _____ Are any merchandise creditors secured in any way? _____

Any goods held on consignment and amount? _____ If so, are they included in above stock? _____

State whether incorporated Company or Partnership _____

BE PARTICULAR TO FILL OUT BACK OF THIS SHEET

(Sign full name of firm here)

Witnessed ... _____ (OVER) _____ Signatures of all members of firm.

This form has been adopted by The Canadian Credit Men's Association Ltd.

On the back there are spaces headed—

Buy goods from following firms	Address	Amount Open Account	Owing Notes

forded for credit education. Such discussions should be tactful and impersonal, and should be with reference to general conditions.

The tone of a credit letter should be *dignified* and *definite,* as well as *friendly.* A sound conservative letter, as would properly be written by a man of responsibility and character.

They should be very careful *not to offend* unless it is imperative to give sharp treatment. Such tactless phrases as "We do not doubt your honesty," "We regret you are offended," or "We are sorry you have taken offense," are almost sure to upset a customer. It is just as easy to say "We do not doubt your good intentions" or "We regret that you have misinterpreted our attitude," or some other phrase that does not suggest the possibility of wrong doing in the man being written.

Above all a policy of *frankness* should be adopted in discussing important credit matters, and of *regularity* in insisting upon attention to requirements, such as filling out statements, giving personal information, and observing the terms and amount of credit established, by the House. Such a policy, if maintained from the first, will not give offense, even to over-sensitive customers.

A Letter Granting Credit by Wholesale House.

The order which you gave Mr. Sloan on January 16th is much appreciated, and will be forwarded within the next day or two, from our North Bay warehouse.

We are going to do everything possible to see that there is no hitch in the delivery of this first order of

yours. When it leaves the warehouse we will have the railway follow it by tracer.

Mr. Sloan when in the office here Saturday spoke in such a way of you and your business as to leave no doubt in our minds that our relations will be most pleasant. The usual mercantile reports indicate that your standing is very fortunate.

You are no doubt familiar with such blanks as those enclosed and will help us in the policy we maintain for the sake of our customers, as well as ourselves, by filling in the required information and sending them back. This policy of ours in going direct to the customer for more detailed information than the Agencies can give, is, we believe, in the best interests of all concerned.

Looking forward to permanent and mutually beneficial business relationship, we remain,

Yours truly,

Letter From a Retailer to a Wholesale House Asking For a Greater Credit.

You will probably have noticed that my last order totals nearly double any previous one, also exceeds by $500.00 my old credit limit. I therefore, thought a full explanation was due you.

For the past six months my business has been steadily increasing, so that in order to keep a complete stock I had to keep ordering more often. Even so I found myself very short at times. Rather than lose trade I therefore decided that I would have to order in larger quantities—I do not want any extensions, but only a larger line of credit, say an increase of $600.00 over the old limit.

You have, perhaps, my last statement, but if you require one up to date I will be glad to have you send me the usual blank.

Yours truly,

A letter from the Credit Department is really a sales letter, but, of course, more conservative in tone. There are certain values to offer ranging, from the services of the Company and their goods on C.O.D. terms, to this service and these goods with an extension of credit up in the thousands of dollars at thirty day terms or longer. These values must be shown in the best manner possible. An expression of judgment in a "Yes" or "No" will lose numberless opportunities in securing business and of making firm friends of merchants who in the future may be strong although just now they are struggling.

Credit extension may be used as an inducement to a merchant to buy more largely, but it must not be forgotten that credit is a valuable and important commodity. Do not *give* it away too eagerly, weakening the whole credit situation and making credit as it has been said "The cheapest thing on the market."

To refuse credit and still make a friend is admittedly a difficult thing to do. The credit man must show his thorough personal interest in the customer's financial condition, and also the service which his firm can give through the quality of its goods, its prices, and its sales helps. Of course, if the applicant for credit is in ill repute financially and the firm does not wish to have any dealings with him, all that is necessary is a courteous refusal.

Several letters refusing credit follow. The first is written to a merchant of character and capacity:

> The information and statement enclosed with your letter of March 16th just received. Thank you for your prompt and complete reply.

Evidently your resources bear a dangerous proportion to your liabilities, since you are, as you frankly say, somewhat under-capitalized. We appreciate that you are just beginning business and that your favorable location and the other circumstances in your favor make it probably only a question of a short time before you will be well established. In the meantime, however, we should be doing you an injustice if we did not point out frankly the dangers of such a position. If your sales materialize, as you have every reason to expect they will, you will be safe, but if a bad season should intervene you would be seriously involved. Since you have not the experience of previous sales to guide you in your estimate of your needs for the present season, your only guide must be the amount you can stand to lose, making proper allowances. Apparently in the present case this is decidedly small.

If you can secure an addition to your present capital, say of $2,000, we shall be glad to let the order stand, though we should advise cutting down the "Norfolk suit" item to one half its size for the present shipment. The remainder could be reserved, if you wish for a later date, as perhaps your locality uses less of these goods than your order estimates. In the meantime it is a pleasure to endorse your position of co-operating fully with the House with which you deal, and to assure you we shall be glad to give you all the help in advice, as well as in terms, which we consistently can.

A Letter Where Salesmanship is Displayed in the Third Paragraph.

Your letter of April 10th received, and we thank you very much for the frank statement of your affairs enclosed.

We regret sincerely that after looking it over and giving the matter our serious consideration we cannot

see our way clear to extend any credit. In fact, we would advise you very strongly against putting in a line of groceries until you had more cash capital with which to do it. We think it would be hazardous, and you are doing so well you ought not to do anything to hurt your present business.

A line of groceries would undoubtedly add to your sales and profits, but you cannot get the right lines unless you have sufficient capital to pay for them when due. You may get plenty of Houses, whose lines you would not carry, to extend you credit, but we think it would be much better for you to go ahead another year when you would no doubt be able to accumulate sufficient capital to justify you in starting on a small scale, which you could then do very easily.

We regret our inability to meet your wishes. We should be very glad to do so if we could consistently.

Refusing Credit Owing to a Chattel Mortgage But Making Alternate Suggestions in a Skilful Manner.

The order recently given Mr. Barron has been sent us, and will have our prompt and careful attention upon receipt of your reply to this letter.

Mr. Barron and all other authorities speak very highly of you personally, and we do not doubt for a moment that it is your intention to discharge honorably your obligations. The only drawback is the mortgage on your stock, which operates as a first lien in favor of the mortgagee, and, of course, serves as more or less of a menace to other creditors. Our observation in the years we have been operating, has been unfavorable to the extension of regular credit terms under such circumstances, and we want to ask if it would not be permissible to make all shipments sight draft against documents less the 3% cash discount, until this mortgage has been discharged. Upon

receipt of your permission the order will be promptly shipped.

If for any reason you cannot see your way clear to accept shipments on this basis, we could arrange to give you forty-five day terms net with extensions, when necessary, providing you will have our account guaranteed by some friend or relative, whose financial responsibility is strong and above question. Should you decide to act upon this latter suggestion the enclosed blank will answer the purpose, when signed by the guarantor. Any amount may be specified, and your name as witness would be quite proper.

When sending us the guaranty please give all possible information, as to the address, occupation, financial responsibility, banking references, etc., of the guarantor.

We hope that the slight delay will not seriously inconvenience you, and await your reply.

When Holding Up a Small Order Pending Credit Investigations the Following Letter Would Suffice.

We have just received the order you were kind enough to give Mr. Carr, and will endeavor to handle it in a manner that will merit your entire approval.

As yet, there does not appear to be any definite understanding concerning the opening of an account, but we assure you that in every way possible haste will be urged towards this end.

We hope this order will be the means of further extending our business relations, and will take care of it as soon as possible.

Letter Written to a Customer of Limited Financial Standing, Whose Order is Held Up Until Terms are Complied With.

Your order for ..... just received, and we hope to be able to ship it promptly, in accordance with your wishes.

However, we feel obliged to respectfully call your attention to our regular terms, which have no doubt been overlooked or misunderstood.

Our business is largely C. O. D. and with customers of whose financial affairs we have not been advised, we have found it necessary to ask an advance payment with each shipment—merely enough to cover the amount of the freight charges, which sum, together with the cash discount, is deducted from the draft with bill of lading attached.

You will no doubt understand our position and will comply with this request, when, we assure you the order will have careful attention.

Offering Credit to a Customer as an Inducement to Larger Purchases. (Credit was not asked for.)

It was with much pleasure we received your cash order dated April 12th, and will endeavor to give it every care and attention. We do not want you to think, however, that we are not willing to offer you the advantages of an open account, in reasonable amounts, should you desire such terms. Of course, you may prefer the cash basis, but nevertheless we have passed your order for our regular terms, and shall be pleased to have you avail yourself of them. It will be our endeavor to interest you more extensively in the ..... products, which, from the standpoint of service, convenience in ordering, and quick turnovers with a handsome profit, should strongly appeal to you.

Anything we can do to promote our mutual interests will be done gladly if you will favor us with your confidence on the subject. Our best attention will be given your future orders.

In the Following Letter Interest Charges are Explained.

Your letter asking about interest charges received, and we take pleasure in explaining the matter.

The interest in question was on our invoice of

January 10th. The amount was not paid until you sent your cheque, the 15th of May.

When invoices are paid within a few days of their falling due, interest is not charged, but when settlement is so long deferred, as in this instance, it is the invariable rule of our Accounting Department to add interest. Notice to this effect is printed in red ink on both our invoices and monthly statements, and it is seldom customers object to these charges.

That you may not consider our position unreasonable, we should like to explain that we are constantly being financed by our bankers, so that we will be in a position to accommodate our friends, who need extensions. Naturally we are charged interest on these loans. Many customers borrow money so that they will be able to pay our bills when due, and, of course, pay their bankers interest. Our prices are based on the assumption that bills will be paid in sixty days.

If you still feel that no charge for interest should be made in the instance in question, please let us know and your account will be given proper credit. The item is too small to have any misunderstanding about, and we would rather waive our own views in the matter than permit you to be dissatisfied.

A Letter Protesting to a Customer Against Taking the Discount After the Proper Time Has Expired.

We thank you for your remittance, which reached us April 20th. The amount of this, together with the cash discount deducted, has been placed to your credit as covering the invoice of March 15th, although it was rather late at this time for the full discount on that bill.

In anticipation of like deductions on future invoices, we wish to remind you that when the full discount is desired, payment should be made within ten days of the date of the invoice. A delay of a few days, or even weeks, in these settlements may seem a matter too

small to mention, but we assure you that in the aggregate the irregular discounts daily deducted from the settlements we receive, or which would be deducted did we not protest, constitute a considerable sum.

We are required to settle strictly within the ten day limit when paying for our goods supplied by the factories, and it is our invariable rule to do so. It thus happens that nearly all the bills rendered against us are paid before we inspect or even see the goods.

In the present instance it was probably an oversight that remittance was not forwarded earlier, and we feel sure you will not consider us unduly strict in asking you kindly to conform to our terms in your future discount settlements.

CHAPTER VI.

COLLECTION LETTERS.

IT is necessary to have a thorough understanding of credits before competent collection letters can be written. The principles are really only an extension of credit principles. If credit has been granted intelligently and a close touch kept with the customer's financial situation the task of collections is half accomplished.

In the first place, credit has only been given to presumably reliable customers, who have been warned against getting under too heavy liabilities.

Secondly, having been educated to regard credit seriously, he is less likely to become delinquent.

Thirdly, through being treated generously and fairly in the past, the customer is likely to make a voluntary explanation in event of non-payment, and so make it much easier to arrange things satisfactorily.

Principles already established and friendly relations are decided helps in collecting. Where careful supervision has been given to the granting of credit little real difficulty is encountered in collecting. It is only small accounts that, in the first place were not thought worthy of extensive investigation, that prove troublesome.

There are two principles in collection (1) Regularity and promptness; (2) Flexibility in the plan adopted, so that it can be changed to meet any particular case that requires special attention. In addition to these two may be added a third, called "System." These principles are necessary in any business if collection letters are to prove effective.

In planning a series it is the endeavor to get the ring of frankness and truth in the first letter. Most collection letter groups waste two or three preliminary letters before the one letter with this quality is used. Time and money would be saved if the first letter contained it.

The terms of payment should be established beyond the chance of misunderstanding. Keep these terms constantly in sight and impress it at all times that they stand. Work out the collection series as if there would never be a change in the collection policy. When a genuine reason for non-payment is foreseen, however, give some leeway as a part of the policy, and so avoid encouraging the customer to think up false excuses.

Use the letter with the personal touch. It is one of the collection letter's most valuable assets. Get as quickly as possible to the personal basis and use the appeal that is now seen will bring in the money. Next to a remittance, an answer giving a definite date of payment or commitment is the best result.

Sharp rebukes or unnecessary frankness are to be avoided. The friendly attitude aimed at in sales letters, credit letters and adjustment letters should be carried over into collection letters. It would be absurd to write cordially and show the desire to be

of service in one letter and in another from the same firm to write coldly or abusively.

A series of effective collection letters follow:—

(First Letter):

You have probably overlooked our account against you, amounting to $44.00, which is now considerably overdue. When this account was opened you will recall our terms were fully explained to you, and we will, therefore, appreciate it very much if you will kindly favor us with your prompt remittance, in line with these terms.

(Second Letter):

We wrote you on June 4th calling your attention to your overdue account of $44.00, and requested an early remittance. This has not yet been received. We extended this accommodation to you with the distinct understanding that the account would be taken care of promptly each month. It is now considerably overdue and we request that you favor us with your cheque in full without further delay.

(Third Letter):

We have written you twice asking settlement of your past due account of $44.00, but you have ignored both our letters. Our terms, as thoroughly explained to you when you opened this account, require monthly payment without exception. Your account is now long past due, and we cannot carry it any longer for you. We regret to be compelled, for this reason, to withdraw the privilege of further credit purchases until your account is settled. By prompt remittance you will put us in a position to reinstate your name on our credit list.

(Fourth Letter):

Though we have written you three times asking for payment of your account for $44.00, long past due, you have neither paid the account or given us any

reason for not doing so. We no longer care to delay and unless it is paid by the 2nd of July we shall immediately place it in our Attorney's hands for suit without further delay.

A Series of Shorter Letters Used by a Large Firm.

First (printed notice) on the statement:

In paying this account you need not write a letter. Simply enclose your cheque or money order with this statement and mail it.

Second (printed notice in red on the statement):

Our previous statement has evidently been overlooked, as we have received no response. Please give this your earliest attention.

Third (personal letter from an official of the firm):

Your account is before me for personal attention. I find it is considerably past due, and request that you send your cheque in settlement at once.

Our terms have been fully explained, so I understand, and as the thirty days have expired some time ago, we will expect your cheque immediately.

Fourth:

You have violated your contract with us; you have failed to give our repeated statements and requests attention. We feel that we have not been accorded ordinary business courtesy by you.

Unless we receive payment in full by June 8th your account will pass into the hands of our Attorney for collection, and suit instituted immediately.

Still Another Series When a Draft Has Not Been Honored.

First Letter:

Our bankers have just notified us of the return of your draft for $60.00, due May 31st. Please let us know what disposition you will make of the matter.

Second Letter:

We notified you of the return of your draft for $60.00, due May 31st, asking what disposition you would make of it. We have had no reply from you. In the meantime the draft is being held for instructions, and we would ask you to give the matter your immediate attention.

Third Letter:

You have not replied to either of our last two letters regarding the non-payment of your draft for $60.00 due May 31st. This draft has been charged back to our account and we must insist that you make immediate payment. We cannot allow the amount to remain outstanding any longer.

Fourth Letter:

Although we have written you three times about your returned draft for $60.00 originally due May 31st and since charged back to our account, the outstanding amount still remains unpaid.

You have not even given us any reason why you have not retired it. We insist on your giving this your immediate attention, for it cannot be kept open any longer. Your remittance must reach us by July 3rd.

Fifth Letter:

We are surprised at not having heard from you in reply to our four previous letters, concerning your unpaid draft. We are certainly entitled to the courtesy of a reply, giving any reason you may have for not paying this draft at maturity. Under these circumstances we cannot carry it any longer, and unless the remittance is received by July 15th we shall immediately place the matter in the hands of our Attorney for collection without further notice to you.

Several letters follow that are merely simple reminders, with nothing sharp in them to hurt the recipient's feelings unnecessarily.

We have a charge on our books against you for $82.00 under date of May 16th. We wish to call your attention to the fact that it is past due.

It is just possible that there may be some discrepancy in existence, so we are sending you a duplicate invoice, for your assistance in checking up.

Our Collection Department have just notified us that your invoice of April 12th, amounting to $72.00, is past due.

This item we think has probably been overlooked. A remittance will be appreciated.

You will notice from attached statement that you have overlooked your March account.

We rely on the goodwill of our customers to attend to these little oversights on being reminded of them, and will look forward to your prompt remittance.

A Trifle More Urgent.

We find upon glancing at your account to-day that the item of Feb. 10th has been entirely overlooked, amounting to $42.00.

We trust you will send us a remittance at once for this amount, so that we may bring the account up to date. It has no doubt been overlooked or forced aside by pressure of business.

There is a balance of $18.00 shown on our ledgers as past due, on your invoice of March 12th.

We hope you will arrange to take care of this item at once, so that our books may be properly checked up.

A stronger reminder, with the sharper phrase included. The courteous assumption also is still there.

> We regret the necessity of calling your attention to your account, which shows $82.00 now somewhat past due.
>
> Please let us hear from you on this matter not later than May 6th.

> As you have evidently overlooked the invoice of June 6th, amounting to $14.30, we thought it best to forward a duplicate of it, which we trust will assist in straightening out your records.
>
> We assume you will take care of it at your earliest opportunity.

> According to our records your invoice of April 6th for $38.25, is still unpaid, although past due. We wrote you about it May 18th, but have not heard from you in reply. We wish to again call your attention to the need for payment.
>
> If there is any mistake or misunderstanding we hope you will write us at once.

Letter written to a customer of poor standing financially, who might respond to an offer to accept part payment.

> On June 4th we called your attention to your past due account, amounting to $226.40.
>
> We have not received any remittance in compliance with our request, nor any acknowledgment of our letter.
>
> We have been very lenient in this matter, but regret our inability to advance the matter further without a remittance of at least $150.00, to reach us by June 15th. It will then be satisfactory if the balance is paid by the end of the month.

Letters acknowledging part payments should express appreciation and show the exact status of the account.

> We are sorry to learn that you had difficulty in making collections. We note that you expect to send us substantial payments on account once a week, and will gladly assist you by accepting this method of payment.
>
> We hope you will find business conditions in your section will continue to improve.

> We acknowledge with thanks receipt of your cheque for $50.00.
>
> This has been credited to your account, balancing it to May 31st, on which date we shipped you goods amounting to $46.29.

> According to your request we have applied your June 10th remittance of $56.20 against the invoices of April 6th and 9th, covering them in full.
>
> Thank you for the payment.

Letter asking for remittance in preference to passing a draft.

> While it appears to be the custom with many merchants to settle bills when sight drafts are drawn on them, we are of the opinion that they have not considered the increased expense of postage, discount, etc., which this plan entails.
>
> We dislike to employ such a method of collection. It implies a disagreeable relation between us and our customers, and to some is a reflection on their standing.
>
> Can you not arrange to take care of your invoices falling due by a remittance direct, and save this long drawn out negotiation?

Several letters follow, written to customers who have returned their drafts unpaid.

Our draft for $420.00, due May 16th, has been returned to us by your Bank with a notation on the back that the amount is incorrect. As we find that it agrees with the account as it appears on our books, we would ask that you kindly explain to us wherein the difference may lie.

Our draft for $62.00 has just been returned to us by your Bank, and in reply to our inquiry they say that you claim not to owe us this amount.

As the draft is correct according to our books, we refer the matter to you for more definite information.

Our draft for $116.00 with B/L. attached has been returned by the Bank, no reason being given for the non-acceptance.

As this order was accepted and executed by us in good faith, and in accordance with your instructions, we feel that we are entitled to a letter of full explanation by return mail.

The Bank have just notified us of the return of our draft for $84.00, due June 2nd. In reply to our inquiry they advise us that you claim to have sent a remittance direct to cover.

Our records have been thoroughly searched, but there is no trace of a remittance. We, therefore, refer the matter to you for more definite information.

The Collection Agency or the Law are usually the last steps taken to collect, and then not before all other methods have failed to get a reply or remittance. Such a course usually ruptures friendly relations for all time, and it should be carefully

considered first. Even then, harsh language should be avoided and the threat to sue made with reluctance.

> We have been unsuccessful in getting any reply to various letters sent you requesting payment of your past due account. We, therefore, take it for granted that you would prefer to deal with our Attorneys, and are governing ourselves accordingly.
>
> We hope matters will be arranged amicably, and without extraordinary delay or expense.

Requesting An Extension.

The following letter from a good customer with a high mercantile rating could not but get favorable consideration. Of course, it depends to a large extent on the past record of the person writing whether or not the extension would be granted. It is a straightforward request.

> Your draft for $429.00 has just been presented for acceptance, by the Bank. The shipment which this draft covers has been received, and the contents checked out correctly.
>
> Owing to most of my Spring purchases falling due about the same time, I would like an extension of 20 days on this bill—interest, of course, to be charged to me.
>
> If you can accommodate me it will be much appreciated. I have instructed the Bank to hold the draft until they receive your instructions. You will no doubt write me in this connection.
>
> I feel sure this request will have your favorable consideration.

When granting this request it should be done cheerfully at the start of the letter.

> We are pleased to be able to grant your request of May 2nd for a twenty day extension on your draft for $429.00, and have issued instructions to the Bank accordingly.
>
> Your reasons for asking the favor were carefully considered and we appreciate that the present instance is a little unusual. We are glad to see that you expect your business will enable you to take care of this draft on the new due date.
>
> Accept our hearty good wishes for your tourist season.

If a request for an extension is refused, the creditor should announce his decision first as courteously as possible, and then give the reasons fully with a courteous ending. If the request is granted in part, this should be announced with pleasure, and the willingness to accommodate shown as much as possible. A curt refusal should be avoided and, therefore, such letters are usually lengthy. Several examples follow:—

Refusal on the Grounds of Policy.

> We have just received your letter of June 3rd, asking us to accept your Note for $32.00 in settlement of your draft returned. In justice to our business we think you ought not to ask this favor of us.
>
> It is our regular policy not to accept Notes, for the nature of our business is such that we absolutely cannot afford it. The terms we regularly allow represent the best we can do. If our accounts were larger and our goods of such a nature that they moved slowly, the situation would be entirely different, and we should

be quite willing to allow more time, but as it is, our goods are turned over in a few days after the opening of the season and our dealers receive payment for them in a short time. Under the circumstances, we feel sure you will agree that it is not just to ask us to accept Notes.

We trust you will understand our position, which we are glad to make clear, and that you will send us a cheque promptly to cover the amount of the returned draft.

Refusing an habitual "slow" paying customer:—

We regret that we have been obliged to take an unfavorable position towards your request of April 6th for further extension on your account.

So that you may not think us unreasonable, may we call your attention to the fact that when granting the extension you have already enjoyed we did so on the understanding that this was the utmost our policy would allow. We remind you also that in a similar case last October you allowed your small Note of $32.00 to go to protest. While we were willing to meet our customers half way in adjusting difficulties incident to business, we believe that the small amount at present in question can be met without serious effort, and shall ask you kindly to send us your cheque for the amount due.

With best wishes for the coming season.

A part refusal, but emphasis placed on the allowance made:—

Your letter of April 12th received, asking us to grant a further extension of 45 days on our draft for $820.00, due April 14th. Although we cannot do precisely as you request, we are glad to give you what assistance lies in our power.

If you will send us your cheque for $400.00 on account at once we will re-draw on you for the balance at 45 days. We believe you will agree with us that part payment should be made, and hope the method mentioned will enable you to take care of the account without too much inconvenience.

While we regret being unable to allow you the full extension, we are sure you will appreciate the fact that our goods are sold on narrow margins, and that we are obliged to adopt a somewhat stricter policy in regard to extensions than we should otherwise.

Thank you for your frank explanation, which enables us to co-operate with you in this manner.

Letters covering particular phases of collecting:—

Explaining an Old Difference.

We are very sorry to learn from Mr. Jones, who has recently been in Calgary, that through some misunderstanding you have ceased to do business with our firm.

We are most desirous of straightening this out to your entire satisfaction. Will you not help us out?

On June 31st we sent you a Postal Money Order for $8.96 which was the credit balance at that time appearing on your account.

We are enclosing an itemized statement listing all debits and credits, which will show you how this is arrived at. If incorrect, will you inform us where we have erred? We assure you it will have our immediate consideration.

Before going any farther we want to give you entire satisfaction.

Difference Claimed Incorrectly.

Your letter of May 6th received with cheque enclosed for $12.00, which amount has been credited to your account.

There appears to be some misunderstanding in connection with your account. We find, however, that a complete statement was sent you on April 20th, showing at that time a balance of $82.00. This balance has been reduced to $38.00, which is the amount you apparently owe at the present time.

If the statement we sent you is not correct we would like to have you point out the difference, so that we can take steps to make an intelligent investigation. In your reply you simply make a general statement to the effect that all bills have been paid.

Please let us hear from you definitely, as we are anxious to check up the account.

(From the customer):

We are in receipt of your letter of Feb. 16th, and would like to know where you get your information from, stating that we take our inventory in the middle of February. We cannot see why we are under obligation to give you a statement of our affairs, as we give them to Bradstreet and Dun's, and if they are not satisfied as to our rating, we certainly do not want you to take any chances on us. You are the first mercantile house that has ever asked this of us. While we are not at all afraid to make any statement at any time, yet we are not receiving an amount of credit from you that should justify your having a statement.

If our account is not satisfactory with you, just kindly let us know by return mail so we can arrange without any inconvenience to you or to us.

We regret we cannot comply with your wishes.

(To the Customer):

The reason we wrote you direct was that we did not find any 1919 statement in the agencies, whose report we have before us, the last statement sent us

in response to our recent request being that of February, 1917. The reason we stated our understanding that you take inventory the middle of February was that in your 1917 statement to the agencies they stated that the condition was given to them as of February 14, 1917. The reason we felt the necessity of recent figures was that not only has your small account with us been slow but from reports we have before us we note you have been slow in many other quarters.

It is not, of course, necessary that you should give us this statement unless you desire to do so. When we want definite information we always feel perfectly justified in going direct to the customers; they certainly know more about their business than any one else, and we did so in this case because we did not find it in the agency sources. We have always felt the more closely we are in touch with our customers and their affairs, the better able are we to serve them, and we make no apology in asking any concern to put us in touch with the condition of their business.

We would not feel justified under the circumstances in forwarding goods without the statement. We will again write the agencies and ask if they have your recent statement on file, and if they have, ask that they kindly forward it to us. When we receive it we will be pleased to give it careful consideration and advise you whether we feel justified in shipping the order we have upon our files for Spring.

In the meantime, should you prefer cancellation of the order it will be entirely satisfactory to us.

We shall await your pleasure in the matter.

Retail credits are handled on the same principles as the wholesale. The chief differences are that being smaller the tendency is to be more generous and customers are seen personally more often. A

number of letters follow written by a retailer to his customers. The first three are a series:—

1. Your account with us now totals $83.20. There have been no payments for three months and we must ask you to let us know the circumstances causing the delay, or else make regular payments from now on.

This is necessary, for you will remember when the account was opened monthly payment was agreed upon, as is our custom, and our finances are arranged accordingly.

2. On Sept. 1st we wrote asking about your account for $83.20, upon which nothing has been paid for four months.

Monthly payments were arranged with you when the account was opened, and our finances are shaped on this basis. We must, therefore, ask for an immediate settlement of this account.

3. We wrote on August 1st and Sept. 1st about your account with us which you agreed to pay monthly, but which is now five months overdue. No reply has been received.

Unless the account is settled within the next few days we will have to place the matter in our collector's hands.

Other Series:—

First Letter:

We desire to call your attention to the statement of your account, mailed you June 1st, amounting to $48.70. We ask you to see that a remittance covering this amount reaches us without further delay.

You will remember when you reopened this account in February it was on the understanding that it would be taken care of strictly on a 30-day basis, as all our accounts are handled in this way. Your February and March accounts were paid on April

12th, but the above mentioned statement covers purchases made since April 1st.

If we could afford to carry our accounts for four or five months we would be glad to do so, and particularly for you, Mrs. Crampsey, as we appreciate your patronage very much, but owing to the volume of credit business we carry, it is impossible for us to handle our business in this manner, and we must, therefore, adhere strictly to the 30-day basis.

We feel that with you it is only a matter of oversight. Will you not give this account your prompt attention and see that your future accounts are taken care of in the manner we suggest?

Second Letter:

As soon as you read this letter please make out a cheque for $48.70, payable to us and mail it in the enclosed envelope. We are sending this letter by Special Delivery, so that it will have your prompt attention. We expect your reply to reach us by Tuesday, June 28th, otherwise we will suspend credit on your account, which, of course, we dislike to do.

First Letter:

We notice an account against you somewhat overdue, covering a purchase you made from us sometime ago. We believe you have failed to make payment for one of two reasons. Either something was unsatisfactory, or else you have merely overlooked the debt on account of absence from home or pressure of other duties.

If there is anything not quite in order will you please tell us your grievance? Now is the time to clear up any misunderstanding.

If the account has merely escaped your attention we ask you to accord us the same fair treatment we offer, by sending us a remittance to cover.

We assure you of our earnest wish to maintain our past pleasant relations.

Second Letter:

We wish to call again to your attention the account of yours past due.

When this account was opened it was with the expectation that you would strictly adhere to our terms of payment. The margin of profit is so narrow that obligations must be discharged as agreed, and with the least possible friction.

We still believe this indebtedness has escaped your attention, and that a reminder will result in settlement. If there is any cause for dissatisfaction, however, please inform us at once so that it can be cleared up. It is far better to have any misunderstanding cleared up at the outset than to allow them to drag, making your account troublesome to us, and annoying to you.

If inconvenient for you to make payment at present then let us have a definite statement from you as to when remittance can be expected.

Third Letter:

When you ordered the goods about which we have written you several times, you gave your occupation as Contractor. This position should carry considerable personal responsibility. Yet, as we wrote you in our recent letter, the account you have with our Company has not been settled, according to the contract.

If you will explain to our satisfaction your continued delay in remitting for this order, we will not suspend your credit. We are writing to you frankly. In your position you can appreciate the fact that we are giving you another opportunity to make payment, rather than place the matter in our Collector's hands.

Several Single Collection Letters From the Retailer to the Consumer.

Your account for August, $34.00, is still unpaid, and we would draw your attention to our terms.

"All goods sold at cash prices, and payment required early the following month."

We, therefore, ask you to favor us with payment in accordance with these terms.

You will recall that you have failed to settle your Note, which is now a month overdue. We want to give you another chance to remit your payment in a pleasant and businesslike manner.

To be perfectly frank with you, your Note is for value received, and we cannot permit non-payment. The time has now come when we must have an understanding. There are only two ways this can be settled, one is that you remit at once, and the other is for us to place the matter in our Attorney's hands. We do not want to take this latter course, for it only means additional trouble and expense for both of us.

Now, Mr. Jones, you make it necessary for us to write you in this manner by your failure to answer any of our letters. We do not like to do this if we can avoid it.

Your Note, with interest, now amounts to $87.26. Why not forward this amount by first mail, and do away with further annoyance and expense?

Some time ago I wrote to you about your account, but so far you have not noticed my letter. I also wrote to you on June 3rd, referring to my own obligations and asking you for your co-operation. This letter also is unanswered.

I must impress upon your mind that your account has now been hanging over for nearly a year, and that you agreed to pay by the week until it was settled. Now, Mr. Williams, it is not my intention to make threats of any sort, but you must look at this in a businesslike way, and see whether I am in the right.

In the first place I have lost your trade. You have not been in the store to buy as much as one dollar's worth of goods since I accommodated you, conse-

quently doing so not only drove you away from the store but also let me "out" $24.00 in an unpaid bill.

I am willing to help you, Mr. Williams. If you will call next Saturday night and make a payment then and every week thereafter. Before you realize it the account will be entirely cleaned up. Better still, come in and let us talk this over and see what arrangements we can make for settlement.

Your business is wanted by me, and I will do anything fair to be agreeable. Just now our lines are complete and include the best men's furnishings in the vicinity. Come in, for I know you will be glad to look over our stock.

Letters to an Angry Customer.

We share your regret at the unfortunate circumstances that have occurred recently in connection with your account, and assure you that we will do all in our power to prevent other misunderstandings arising. In that connection, since there still remain several debits and credits which we do not understand satisfactorily, we have thought it best to forward an entire statement of your account taken since July, 1918, when last it appeared as balanced.

Will you kindly compare these, one by one, with your records and inform us where they differ, giving us a full explanation? Then, if necessary, we shall be glad to enter proper corrections.

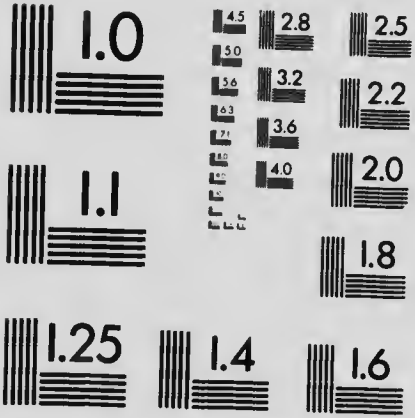
We are very sorry indeed to learn from your letter of June 26th that you have been inconvenienced by our sending you a draft for an overdue balance. We find that you have received reminders of this kind and feel sure that if you had written us, this misunderstanding would not have occurred.

In order to enable you to make a thorough investigation, we inclose a statement of the account showing the balance due at the present time.

It would appear from your statement that the amount of $16.80 is offset by an unadjusted claim. We have made a thorough investigation of our files but cannot find any papers showing an unadjusted claim of this amount. Will you let us hear from you further? We are anxious to make satisfactory adjustment.

MICROCOPY RESOLUTION TEST CHART

(ANSI and ISO TEST CHART No. 2)



APPLIED IMAGE Inc

1653 East Main Street
Rochester, New York 14609 USA
(716) 482 - 0300 - Phone
(716) 288 - 5989 - Fax

CHAPTER VII.

SALES LETTERS.

A SALES LETTER to be really successful must do three things—the same as the successful salesman does.

It should first attract favorable attention, then create a desire for the goods in question, and finally turn the desire for the goods into a decision to order —not later—but now.

The way to get attention is to talk about a customer's needs or difficulties, for everyone is interested in his or her own troubles. In the same manner the opening paragraph of a Sales Letter should arouse interest and curiosity. There are thousands of ways of beginning a letter but they can all be classified under this one principle of getting favorable attention.

After securing interest the proposition must be put forth strongly and completely. It does not matter if this end is obtained by description or by argument so long as interest is held and desire created. Sometimes a long letter, in fact, a letter of a dozen or more pages, is necessary to fully describe a proposition, so that length has nothing to do with the effectiveness. Of course, a letter should not

"ramble" but should be just long enough to make the offer and explain it clearly and forcefully.

The closing climax, or clincher, comes last. It should call for immediate action. Good closings can be used if the supply of goods written about is limited, or if the article is a money, time or labor-saving device. An enclosed, stamped, return envelope, of course, makes the action easier.

There are many angles to Sales Letters that could almost be written about indefinitely. The three main points that must be remembered, however, are those given. Examine any successful Sales Letter and it will be seen to contain these principles.

A suggestion for first paragraphs of sales letters —a number that have or could be used will be given. These would all get favorable attention if addressed to the person who would be interested. Some openings would interest practically every class of the community while others are designed solely for a certain class. To give a broad example, a bachelor would hardly be expected to get even mildly interested in something about babies' clothes, no matter how engrossing such a subject would be to a mother. Analyze your prospect and try to get his or her viewpoint. When the reader's interest is really obtained half the battle is won.

If you saw an employee throwing 50 cent pieces out of a window, you would be "jarred," to say the least.

When you want a letter, an order, an invoice, or any office record, you want it QUICK.

It may mean $1,000, some day, to be able to find instantly Brown's quotation, Smith's order, or the copy of Jones' letter, for on this particular record may hinge an important decision.

An enterprising corner grocer once filled a quart jar with beans, placed it in his window, and offered $5.00 to the person who guessed nearest to the number of beans it contained.

Many widely differing guesses were registered. But one man bought some beans, carried them home, filled a quart jar and proceeded to count them. He got the $5.00.

Here is one opening that would interest almost anyone. The difficulty would be in maintaining interest.

The night Lincoln was nominated for the presidency, his wife locked him out. After Mr. Lincoln had knocked repeatedly, Mrs. Lincoln called out, "What have you been doing 'traipsing' around till this hour of the night?"

"My dear," said Mr. Lincoln, "I have just been nominated for President of the United States."

"Abe," was Mrs. Lincoln's reply, "I thought you were drinking before; now I know it."

If we should place in your factory a machine, turn on the power, and demonstrate that it would reduce the present cost of an operation 50%, you would buy the machine—even if its time-tried predecessor went to the scrap pile.

There is an out-of-the-way shelf and a storeroom closet in every retail store. Whatever you see in one of these places you may be sure it is a pretty slow seller.

Thousands of dollars are lost every year by milk dealers and farmers through sour milk.

Andrew Carnegie once said that the recipe to enable a poor man to get rich was to save $1,000 and then begin prudent investing.

At nearly every meeting of creditors in bankruptcy cases the same old question comes up—Why?

Take, for instance, two factories buying the same raw material and selling the same product; why does one pay dividends and the other, after a hard struggle, go into bankruptcy?

Russell Sage said, when asked for the keynote of his success, "Buy your straw hats in Winter."

We are going to give you an opportunity to apply the principle. This is it, briefly:

Are you a farmer or a miner?

Don't be surprised— there are lots of farmers who are really miners—they mine instead of farm their land.

In mining you take the wealth from the land, and you continue to take it until it's all gone.

There's a cheery little pair of Dallas walking boots waiting for you at the dealer's—made for YOU to YOUR taste and YOUR style—just the thing to wear with that smart, new suit you've had sent home.

After playing bridge the other night someone at the table started doing card tricks. You know what a bore they are. So pretty soon I said, "I can do a trick worth all of those," and taking a pack of cards I tore them in two.

Soon after 7 every morning I get to my desk; at noon I go across the street for a hurried lunch; along towards 6 o'clock I quit work, not because I am tired, but because I'm hungry—I am NEVER tired.

Your last chance to buy space in the February "Western" at the $200 rate.

The shorter the act, the longer the encore.

The shorter the letter, the more readers it will have, and, as we assume that you, in common with ourselves, have your favorite authors, this letter will be short and right to the point, and we candidly believe it will pay you to read every word of it.

After the particular proposition has been linked up with the opening paragraph it must be clearly and strongly given. Strive for a continuance of interest.

Then comes the closing paragraph or clincher. If *action* is not obtained the rest of the letter is valueless. There are innumerable kinds and a few of these are given as suggestions.

It isn't necessary to write a letter; just write across the face of this letter, "I accept this trial order," sign your name and send the sheet back to us in the enclosed envelope.

SEND YOUR $2 FOR THIS BOOK TO-DAY! It is beautifully bound in silk, gold-leaf lettered, 232 pages, illustrated, mailed postage prepaid for this amount. DON'T WAIT—use pencil in filling out order blank if pen and ink are not handy. Remember, on the Great Clock of Time there's but one word: NOW.

Why not mail this postal while the thought's fresh in your mind? Whirl round in your office chair and do it NOW—'tis a turn for the BETTER.

Don't let this letter become covered up on your desk. Attend to this matter now, or instruct your advertising agent to reserve space for you, and get a big bargain.

An inquiry commits you to nothing, obligates you to nothing. The outcome of that inquiry may mean to you everything. Everything that makes life worth while—character, wealth, happiness.

Simply sign and return enclosed postal card—To-day—NOW.

From every satisfied client I secure others, and for that reason, if for no other, you may be assured of an intelligent, conscientious service.

Send in your statements and let me get busy.

If you've a print-job hanging around, there's a phone at your elbow.

And Johnson's at the other end—

L-I-S-T-E-N-I-N-G.

A special inducement for immediate action is sometimes effective. The following, for instance, is a "closer" that offers such an inducement:

Just to hand you a bit of a bribe right on the face of it, I'll do THIS: If you'll reach right over, grab the pen and make that cheque payable to Harding right now,

I'LL PUT YOU DOWN FOR 13 SETS INSTEAD OF 12 AT THE SAME PRICE!

Takes just a minute to fix the whole thing—THIS MINUTE will do.

Now, think THIS; think it hard—think it harder than anything you ever thought in your life: You are preparing to increase your present income 10 to 20 times what it is this very minute by remitting $25 to me by the next mail that leaves your city."

The usual complimentary close can be set aside for some sales letters, depending on their nature. "Yours very truly," "Sincerely yours," etc., are alright for the usual business letter, but some of the following phrases can be used with effect in sales or form letters:

"Advertisingly yours"—from an advertising man.

"Yours at the receiver"—by a grocer or retail merchant.

"Yours on the jump"—by a real estate agent.

"Yours for Economy and Efficiency"—by an Adding Machine firm.

"Yours for better service."

Here are several letters written by a Publishing House to their customers. They illustrate one variety of "written salesmanship", and produced results.

Prof. Allison, the Winnipeg literary critic, tells us that one of the finest descriptive passages he ever read is the lonely walk of the crippled heroine in Hopkins Moorhouse's new novel "Every Man For Himself." In a race against time to get a story on the wire for her newspaper and with the fate of thousands in the balance she essays a journey in the dark over a lonesome stretch of railway line in the wildest part of Algoma

The vividness of the description could only be attained by a gifted writer who had had a similar experience in actual life. Enquiry elicits the informa-

tion that Mr. Moorhouse did walk a nine-mile section after midnight through the spruce woods for the purpose of absorbing impressions.

"The incident of the stones is actual fact," he writes. "I'd run across bear tracks in the vicinity that day; but it didn't occur to me to pack a gun for this jaunt and I'd left it back in camp. With animals of all sorts following me through the brush on both sides of the track I carried those rocks for miles, darned glad of their company! Also, if anybody objects to the introduction of 'drizzling rain' as too hackneyed I can assure you that the rain was there and it drizzled—clean through to the skin."

What is the biggest sale of any one title you made last year? "Every Man For Himself" by Hopkins Moorhouse, will duplicate it or better.

Get that order in before the rush for this popular Canadian novel starts in your neighborhood. MAIL IT TO-DAY—NOW.

What makes a remarkable occurrence?

They tell a story about Johnny Jones, who fell out of a second-story window once, without being hurt. "It's remarkable!" explained his father. Afterwards Johnny fell out a second time, and wasn't hurt. Again Mr. Jones exclaimed: "It's remarkable!" Then Johnny fell out again and wasn't hurt. This time Mr. Jones said: "It's a habit!"

Roy Adams' sales don't seem remarkable any more, because they are a habit. Seasoned old-timers in the book trade were not taken by surprise when "OUT OF THE WEST" passed the 15,000 mark before publication. They are not surprised now that it is well on the way to 20,000—and they will not have to say: 'Out of stock.' when the last few dozen come in for "OUT OF THE WEST."

Roy Adams' readers are a double audience—those who read for a rattling good Western romance, and those who read for high literary quality. Don't forget

to figure on both audiences in making your re-order, and you too will be taking the Roy Adams boom as a habit. The order blank is enclosed.

It's against railway rules for a passenger to ride on an engine. Nobody but the engineer, fireman and head brakeman has any business there, except possibly an official with an engine pass or a doctor in a case of emergency.

But Hopkins Moorhouse, author of "Every Man For Himself" has a rule of his own—to gather his material at first hand. In preparation for this new, swift-action, mystery-romance of his he donned legging boots and a flannel shirt and lost himself for a Summer in the Algoma wilderness.

Now, the story he had conceived called for a sensational ride on a mogul locomotive of a transcontinental express train on a wet night with a slippery rail. Unable to arrange for the experience otherwise Alton borrowed a medical satchel, hied to a main-line flag-station and waited for weather and opportunity. Unobserved, he calmly climbed aboard the big engine.

"Going with you to the end of the division, boys," he announced as he took possession of the head brakeman's seat.

"Oh, all right, Doc." It had worked.

Read the description of that ride in "Every Man For Himself" Is it any wonder that Moorhouse's fiction is vivid, full of color, *alive?*

Here's a Canadian novel that will go with a zip from your counter. Nearly 10,000 have been sold already in advance of publication. Our advice is GET YOUR ORDER IN NOW.

A crowd of Canadian soldiers, travelling West in the smoking compartment of a transcontinental train were indirectly responsible for the writing of the big

Canadian novel, "Every Man For Himself." The boys were fresh from the front. They were talking about books and said one:

The kind of book I like is a mystery story with speed to burn—something doing on every page—so blame swift it'll make me forget things. An' I WANT IT CANADIAN without a word in it about the War. I want to go back to the time before the War was ever heard of. Say, what's the matter with Canadian writers anyway? Why've I got to always take my detective stories with things happening in New York or Chicago? Why not right out here?" and he hunched the stump of an arm towards the Algoma spruce woods that flowed by the window.

A quiet young man with prematurely gray hair was sitting in the corner. He smiled and relighted his pipe. His name was Hopkins Moorhouse.

Returned soldiers are going to make a rush for this novel. So is every red-blooded Canadian. "Every Man For Himself" by Hopkins Moorhouse is *everybody's* book. Get ready to do big business with it by *ordering it to-day*. Don't be caught without it.

There is an electric wire running from the box office of every movie house to the cash register of every bookstore. A new connection has just been made in the circuit—for Mark Twain's famous HUCKLEBERRY FINN.

No story has been dearer to the hearts of the Canadian people than HUCKLEBERRY FINN. The moving picture which is being released by the Famous Players-Lasky Company, has already begun to take the country by storm, and will create a great revival in the demand for the book.

A big new edition is on the press at present to supply the orders we have already received. Every young boy will want to read it, and grown-ups will gladly pay the price of the book to touch back on that pure spirit of the boy. The days of the "gang"—and the

make-believe pirate band. To have again that "kid-hood" stage—the swimmin' hole—the age of real romance.

TOM SAWYER, too, that other famous book of Mark Twain's, is also in the movies, as well as our reprint edition. These two books are the biggest selling books of their kind in the world, and we would suggest you make up your stock order now for this special occasion.

CHAPTER VIII.

SALES LETTERS.

THE letters that follow have been "put to the test." They brought business. The ideas conveyed in these letters could be used in any number of instances by both the wholesaler and retailer.

As a boy on the farm, in Manitoba, whenever we got a piece of farm machinery, I remember that my father used to run to the tool box, open it and inspect the tools immediately. If he found a high-class monkey wrench in that box he was happy and his impression of the quality of the piece of machinery and the good judgment of its manufacturer went up immediately.

I was reminded of this the other day when a woman stepped into the tonneau of a Harding, sat down, smiled pleasantly and said, 'I like this car because they don't skimp on the cushions.'

I would like very much to be present when you experience your first ride in the Harding. Of course, comfort is not everything, but owners who have driven cars for years will confess to you that, after all, it is the last word to the owner. Nothing is more important to women and children.

There is a certain ease of movement, a pleasing elasticity of spring action, a pitch to the cushions, a shape to the arm rests—a certain something about

Harding comfort which we cannot describe, but we know that you will feel.

I want very much for you to ride in a Harding. Please write, telling me when you will be ready to have our representative call.

There will be no obligation and he will give you any information that you want.

We are neither necromancers nor soothsayers, but at the same time we can tell you that November 22nd should be marked on your calendar with a red flag as a warning to you to stop and think before passing that date.

Why? Because midway between your birthdays it marks your change of age, the date when you grow a year older in a night. Prior to that day, from an insurance standpoint, you are thirty years old; on and after it you will be thirty-one, and your rate will increase.

What of it? Well—if you expect to increase your insurance this reminder should cause you to get busy and secure the additional amount while you can take advantage of the lower rate.

If you have not given the matter the necessary attention it should cause you to stop, face the situation and ask yourself, "Would my death cause a material loss of income to my family?" If an analysis of your affairs compels an affirmative answer, your family needs additional protection, which you can best secure through a life income contract under the policy ten sound business men pick from two hundred.

If this is a new one on you just check the enclosed card and the information we can give you will amply repay you for the time you give us.

Coming down to the office the other morning I talked with a man who's made quite a fortune and he told me how he did it. I thought right away that you would

like to know, too, because I can tell you just how to do what he did.

He said "Wayne, I saved twenty-five cents out of every dollar made." Now it may have been hard sledding for him to do that, but I can show you how to do it and have just as much to spend as now—then it's easy.

You can do it by using Adamant Slag and Sand—they increase profits twenty per cent. on your concrete work—save twenty-five cents for you on every dollar.

Adamant Slag can do this; first, because it's twenty-five per cent. lighter than stone. The cost of the entire job drops twenty-five per cent. when you use our Slag.

Second, because it's rough and porous—the cement and slag sand can grip it with a hold that never gives up. There are no cleavage directions in slag concrete and it will never crack.

Third, because slag is absolutely fireproof, since every burning element has been taken out of Adamant Slag by heat so terrific that the Slag once ran in a molten mass.

To get the "how" back of these increased profits, without obligating yourself in the least, simply fill out the enclosed card and get it in to-day's mail—a scratch of the pen will bring you prices, freight rates, samples—and a word or two which is worth having on your desk. Mail it now.

In family residences in three short blocks on Royal Avenue there are thirty-two White Ash Incinerators.

Thirty-two receptacles have been banished from the thirty-two kitchens in these homes and all waste matter is finally destroyed where it originates, in a complete and sanitary way. And this is not the whole story.

The refuse collector never visits these homes. He was discharged with the advent of the incinerator.

Formerly he made 32 unsanitary calls each day, 192 each week, not counting Sundays, or a total of nine thousand, nine hundred and eighty-four calls yearly. Now he does not call at all.

In these thirty-two homes the Incinerator has in a single year saved—made unnecessary—not less than 9,984 visitations of the unsanitary garbage collectors.

The Incinerator is doing this for homes, hospitals and institutions everywhere. Are you not personally interested?

If there is anything further you wish to know, write us, or send for our representative.

What makes for good butter?

The breed of cattle, the proportion of fatty matter, climate, the animal's health, and the nature of the cow's food—these are the influences which determine whether butter is good or not.

With us, all of these influences work for pure butter—Brookvale Brand. Our mountain meadows above the city give us the right food, healthy animals and a favorable climate. The breed of our cattle is a butter breed. We get, as a result, milk heavy with fat globules—milk which makes for good butter.

We have even enlisted water in our service. The pure mountain water which our cows drink in our meadow pastures contributes to the rich, distinctive flavor of our milk—the raw material from which Brookvale is made.

Every morning this fresh, fatty milk comes down to us from the meadows. Come into our new retail store at 26 Greenfield St., and see some of it churned. Sample it. The new store is also selling eggs, cheese and buttermilk, all of a standard as high as that of Brookvale butter. Drop in to-day.

The sheet of paper you now hold in your hands is of the quality used by those who sometimes have to "dictate direct to the machine."

Those who are compelled to put business stationery to such a severe test use LESLIE'S BOND, because they know that if any mistakes should occur, they can be quickly erased without spoiling the finish of the paper.

If LESLIE'S BOND has made an impression on you it will also make an impression *for you* on your customers.

May I ask you to do us a great favor by filling out the enclosed card? It will greatly assist us in determining the quality of stationery in which you may be interested.

As a lawyer you make a business of knowing the evidence in the case, and understanding its weight and importance.

We'd like to have you take a case for us and go into it in the thorough way in which a good lawyer always goes into things.

We have evidence to prove that we've got the best clothes and other things to wear that are to be found in this city. Robins' clothes are the principal fact; but Stetson and Arrow shirts are corroborative.

Will you look into it for us? Any day you can step in here we'll lay the facts before you, and ask for your candid opinion.

You probably don't care to take a case on a contingent fee; but we can assure you that if you decide that the evidence really does support our contention, and decide to act on it for yourself, you'll make a good profit.

We want you to open the next lot of Kellogg's Toasted Corn Flakes in the WAXTITE package that you receive, take two packages home and give two packages to each of your salesmen with our compliments. Send the bill to the Kellogg Toasted Corn Flakes Co., Toronto.

Our reason for making this request is that we want you and your salesmen to get acquainted right at the outset with this new package.

Our sample crew will reach Sudbury within the next few days. Every sample we put out in your town will be a generous package—a good serving for a whole family. And each package will also contain a fresh sample of Kellogg's Toasted Wheat Biscuit, separately wrapped.

The BIG thing about Kellogg's WAXTITE seal is that it brings the flakes to you and your customer just as fresh, crisp and tender as when they leave our ovens. This is going to mean a LOT of new business and we want you to get YOUR SHARE of it.

Food Inspectors everywhere will endorse WAXTITE and the grocer who pushes it will gain a reputation for quality goods.

You will want a good stock of Corn Flakes and Toasted Wheat Biscuit on hand to cash in on the demand which is sure to follow the sampling. If you will fill in and mail the enclosed card, we will see that you are supplied through your jobber with a fresh lot of WAXTITE goods.

Beginning the 12th day of July, Burton's Longwear Shoes will drop to the very bottom. There is no need of giving a long list of prices, for I would still have to show you the facts.

At this season of the year there are many people that want to buy either for the Summer or the Winter. Being mid-season, I realize that some real inducement must be made to move the goods. I am not going to hold back anything in the line of footwear; women's, misses', child's, men's and boys' high and low cut, good and bad, all go this time.

Now, even if you don't live in town, it will pay you to make a special trip direct to Burton's Store, 29 High Street, Midway, the best store in the Province for good people, and durable, stylish footwear.

This is when the fellow with the cash has the advantage. The best sizes and styles will go first. All goods will be sold for a small amount of hard cash.

Remember the date the sale begins. You know the great reduction at our last sale, and the way the shoes sold.

A square deal for all.

Your Company has been recommended as one which The Blank Association of Commerce would be proud and glad to have on its list of members.

The activities of the Association in promoting the general good of the entire City of Blank in civic, industrial and commercial ways are so generally well known that I will not take up any of your time in reciting them, but I feel sure that if you knew more intimately the work of the Association and what it is accomplishing, not only for its members but for everybody engaged in business within the Blank territory, you would consider it your patriotic duty as well as a promotion of your interest to join in the work.

The Association needs your financial support, of course, but more than all else it needs more men workers; there is work for all in carrying out the splendid purpose which is its aim.

Personally, and on behalf of the Association, I should like very much to have you join us in this work, and it will be a great pleasure to me to have the honor of presenting your application for membership. I shall be very glad to have you appoint a time to suit your convenience at which I can call upon you and discuss this matter more fully.

The name of your firm has been suggested for membership in The Blank Association of Commerce, and I take great pleasure in cordially inviting you to membership in the greatest commercial organization in the world.

Our city would not be the city it is had it not been for this Association. The City will receive a great

many other benefits in a rapidly increasing ratio, for the Association is becoming a greater and ever more important factor in the physical and moral improvement of the City, making it a better city for homes, business and pleasure.

Much of your success in business depends upon a greater City. You have profited by its past greatness; you will profit by its future greatness, BUT join hands with the Association in helping develop it along the right lines. You perhaps think that you don't need the Association, but the Association most emphatically needs your financial and moral support and needs it now.

Will you join in this great work?

I should like very much to hear from you.

Last year, you ordered some cigars to be sent to your friends—as shown on the attached memorandum.

This year, no doubt, you again want to remember them with a gift of cigars.

It is a good, old-fashioned custom which prompts you to remember a friend, relative, employee or customer at this happy Yuletide season—and they will gratefully appreciate your kindness and courtesy.

What could be more suitable and acceptable than a box of good *cigars*—fresh from the factory, in prime condition, full of fragrance and aroma!

It is the one gift that is *sure* to please a man.

On the attached form, fill in the names and addresses of those whom you want to remember. I will send the cigars, to reach destination on the day before Christmas.

Mail your order *to-day*—so that I can give you the pick of our full assortment, before the humidors become depleted. I want you and your friends to get the best in the house.

Now, don't rack your brain or waste your time trying to select gifts in crowded stores. Avoid worry,

jostle and last-minute rushing around. Let me be 'the busy man's Xmas shopper.'

Just fill out the enclosed blank—and in five minutes the whole bothersome shopping problem will be off your mind.

Accept my best wishes for a cheery, joyous Christmas, full of happiness and contentment and "good will toward men."

A letter about the same thing written to a woman.

The
Best Gift
For a Man:

The others are going to give *him* neckties and slippers and handkerchiefs and what not.

If you are puzzled and worried, and don't exactly know what to get, take this little tip from Santa Claus: just you get *him* CIGARS.

Maybe you don't know what a dandy Christmas present cigars make. Just believe Old Santa—that father, husband, brother or sweetheart of yours will exclaim with joy and pride: 'There's one woman who understands a man!'

Nothing gladdens the heart of a smoker so much as a box of good cigars. The anticipation of a few good 'smokes' wins his gratitude and appreciation more than any cold 'utility gift'—some present for which he has no particular use.

There is a world of fragrant pleasure and aromatic delight in a box of fine Havana cigars.

But be sure to get the cigars he likes.

When you give him any of the cigars listed in the enclosed circular—you are sure to be right—*for he has bought them himself.*

Yes, our card record shows exactly the brand and shape and size of cigar he has bought from us before. So you can feel absolutely certain to please HIM.

Simply tell me what amount you wish to spend. I will act as your trusted agent in this matter.

I will personally select the cigars he likes (as shown on his ledger card); and I will have the package wrapped in special holiday paper, and tied with colored silk ribbon, and a pretty Christmas card attached addressed to HIM—so as to make the gift worthy of your loving care and make HIM proud of the thoughtful giver.

He will be glad you chose our cigars, because he knows what solid comfort and cozy contentment they give to the fastidious smoker.

Every time he lights one of our fine cigars, he will bless your thoughtfulness. As he cannot smoke more than one cigar at a time, he is sure to be reminded of your thoughtfulness twenty-five, fifty or one hundred times—it all depends upon how large a box you buy.

We have so many kinds of cigars at so many kinds of prices, that we can please you, no matter how much or how little money you want to spend.

But, don't send any money with your order!

As you will have many other calls upon your purse at this season, you can wait until after New Year's before remitting for the cigars. We also prepay all express and insurance charges, so that you will not be at any expense whatever at this time.

Simply select the cigars you want to give HIM—or tell me the amount of money you want to set aside for that purpose—and I will select the same cigars he bought before *and which he is sure to like.*

Remember in dealing with our Company, all middlemen's profits are saved. You receive the cigars direct from our factory, at strictly wholesale prices.

Send in your request *to-day* —so that I can give him the pick of our fine assortment before our stock becomes depleted in the Xmas rush. I will hold the cigars in our scientific humidors until it is time to ship them, so as to reach HIM on the day before Christmas.

Don't rack your brain or waste your time in trying to select appropriate gifts in crowded stores. Let me do your Christmas shopping for you. Just fill out the enclosed blank—and in five minutes the bothersome shopping problem will be off your mind.

Mail your request RIGHT NOW—while the envelope is handy.

This vigorous and pleasant series, following up an inquiry, illustrates two great virtues. It talks constantly about the action to be taken, so that the customer smokes his samples with his mind intent on future purchases. It "puts it up to the customer," it persuades and suggests, but does not plead or dictate.

With pleasure!

The trial box of cigars went forward to you by parcel post yesterday.

These samples enable you to make a fair and impartial comparison with any cigars you have lately been smoking—both as to QUALITY and as to PRICE.

Now, if my cigar is higher in quality and lower in price than the ones you generally smoke, then, of course, you will want mine.

Otherwise not.

And that is my sole aim in sending you a free sample: To put into your hands (without any expense or inconvenience to yourself) a means of comparing what you *now* smoke with what you *can* smoke.

Don't forget, that YOU are both judge and jury."

P. S.—Write and tell me whether the cigars reach you in good condition.

How did you like the sample box of Rio Havanas which I sent you recently?

In selecting that particular blend and shape for you, I simply had to trust to luck—*because I do not know your present 'taste.'*

Maybe the cigars I submitted were not the right blend, or size, or shape, or strength, or condition for YOU.

Each of these five things makes a vast difference in 'taste'—and consequently in smoke-satisfaction.

I have several other brands, each composed of different blends of tobaccos. And each blend has a large range of shapes and sizes. And each shape and size has a wide choice of colors and strengths.

Among this great variety, there surely is the particular cigar that will suit *your individual* taste.

Look carefully over the enclosed list. Select the blend, shape and price of cigar that you think will satisfy YOU.

Let me send you a box of each of the various blends, or let me send you various shapes of the same blend.

Remember: They are shipped to you 'on approval' —no payment in advance. And *no charge for the cigars you smoke in testing.*

Isn't that a fair deal? You know, that is more than any Retailer will do. When buying across the counter you have to PAY before you TRY. The cost of the test is on YOU, and not on the Dealer.

But I am willing to have you make the trial at my own sole expense—without any obligation whatever on your part.

Use the enclosed order form, while it is handy.

It will give me pleasure to send you the cigars you request.

Not every man will like the same cigar, any more than every man will like the same girl.

Tastes differ!

To enable you to find the cigar exactly suited to your individual taste, we have put up a VARIETY BOX, *containing a sample of each of our cigars.*

This 'variety box' includes our four principal brands (i.e. blends), and it contains cigars of all the shapes and sizes in those brands.

ANY taste can now be satisfied. Every cigar we make can now be put to the smoke-test. The cost is trifling—just enough to cover the actual cost of making and shipping.

Remember: Thirty-two different cigars are now available to you in this economic form,

—every one different from every other;
every one suited to a different taste.

I am willing to have you try the entire 32 kinds—in order to help you find *the* ONE *that will suit your individual taste.*

Fill out the enclosed blank——and discover YOUR cigar.

A letter used in reviving old customers. Its pleasant but incisive style, its brevity and its business-like confidence suggest action.

Mail back the enclosed postcard—and I will be glad to send you, with my compliments, a sample box of five cigars.

I simply want to prove to you (at my own expense) how GOOD our cigars are now running—in Quality, Burn, Fragrance, Aroma and SATISFACTION.

During the past year, our cigars have improved 38%.

How do I know that? Our customers themselves have said so. Through our 'Record of Repeat Orders' they automatically register the exact degree of their satisfaction with our cigars.

This final, absolute verdict shows: 38% *improvement.*

Try a sample of the cigar you formerly smoked—to prove to yourself how much BETTER it is to-day.

Or try a sample of some other brand, shape or size—

because your 'taste' may have changed, and you now need a different 'blend.'

There are 32 different cigars to choose from.

A sample of any kind you select will be cheerfully sent.

Mail the posteard NOW—while it is handy.

These letters ring true, their tone of natural friendliness makes the dealer feel he is welcome to the family.

We are very glad to learn you are thinking of putting in a department of popular-priced home goods, and take pleasure in sending a copy of the current issue of our catalogue, which is acknowledged 'headquarters' for this class of merchandise.

It has been most gratifying of late to note the number of hardware men who have decided to go after the business in popular-priced goods of all sorts, and we feel sure you will make no mistake if you decide to do the same thing.

If you are uncertain just what goods to select, perhaps we can help you. Tell us about how much you wish to invest, the space you can spare for the purpose, and any ideas you may have as to goods, and we will be glad to have one of our expert salesmen submit suggestions to you.

It will pay you to read carefully our books 'Success in Retailing,' which we are sending by this mail. The illustrations in the back of the book will give you helpful ideas as to fixtures, and a lot of other things.

You will find our catalogue a comfort to buy from, as you don't have to 'write for discounts' or refer to loose leaves of any sort to know what our prices are.

If you will carefully consider our net prices on your staple lines, we believe you will feel as we do—that both of us are losing money in not dealing together.

We congratulate you on your resolve to start a variety store, because we believe you will find your capital will earn you better rewards in this business than will be possible in any other.

While it is our rule to send our catalogue only to merchants in business, we are sending a copy to you because you can't start right in the variety business without this book. We ask that you treat it in confidence and that if you change your mind about starting in business you will in justice to our merchant customers destroy it.

This catalogue names net prices on everything a variety store sells, and is the book from which practically all variety merchants buy the bulk of their goods.

We are also sending you a copy of our book 'The Variety Business.' This book tells just how other men have made a success in this business, and it will pay you to read it from cover to cover.

If you have not as yet found a suitable opening perhaps our Location Bureau can help you. If you wish us to try, please fill out the enclosed blank and send it to us by return mail.

If it is convenient for you to come into Montreal you would find it a great help to go through the goods with one of our expert salesmen, who will help you in choosing your opening stock and in laying out your store. By all means see our Model Variety Store if you can. Please be sure to call for me personally when you come in.

Please feel we are at your service in any way we can assist you, both in getting started and after your store is launched.

CHAPTER IX.

BUSINESS FORMS.

Contracts.

A CONTRACT is defined as "Any agreement that the Courts will enforce." There are many different kinds and a clear understanding of these is really essential in almost any business. There are verbal contracts and written contracts. The latter may be either printed or written, or partly printed and partly written. They may be in legal phraseology or in "informal" language.

If a contract is to be registered it should be signed in the presence of a disinterested witness. A witness is not necessary in the case of a Corporation, if sealed with the corporate seal.

In the case of a person unable to sign his name it must be done by another. The usual form is as follows:—

WITNESS:—R. D. Lovering. James X Crow.
Mark

Erasures and corrections should be made before the document is signed. The witness should initial each correction. A knife or rubber should not be used, but simply a line drawn through the words,

using pen and ink, so that the original words can be seen. Then write the correction above it.

Contracts by Mail and Telephone.

The question often arises, when is a business proposition that is mailed or telegraphed legally presented? When is the communicated acceptance or refusal binding, and under what condition? Few business men can answer offhand these questions, although countless contracts are made through the post office and over the telegraph wires.

There are certain principles which the Courts apply when called upon to settle disputes arising from such contracts, and these should be kept in mind. On some of the finer points involved there is a conflict of legal authority, but there are fundamental rules that if followed will avoid endless trouble.

For instance, suppose a firm in Kingston writes to one in Ottawa offering twenty tons of coal at Eleven Dollars a ton. The Ottawa firm reply by next mail accepting the offer, but the letter is lost in the mails. If in the meantime, coal has advanced Two Dollars a ton, does the Ottawa firm lose the contract? No. The contract was legally completed when the letter was posted. The offer was made by mail, and, therefore, an acceptance was communicated to the post office, which was the Agent in transmitting the offer. The Kingston firm took chances on the loss of the acceptance, and it, therefore, follows, that after a letter of acceptance is mailed the contract to which it refers cannot be revoked or changed by a subsequent letter. If an

offer by letter is accepted in the exact terms by return letter or within any time limit specified, neither the offer nor the acceptance can be revoked by a telegram.

By depositing a letter in a post box, or at the post office, it is legally mailed. By delivery to a telegraph messenger, or at the Telegraph Company's office, the message is legally sent, and, therefore, binding. Delivery of a letter to a postman, who is not the Agent of the post office to receive letters, is not "mailing," according to law.

If an offer is made by mail or telegraph, and states that only the receipt of a letter or telegram constitutes a proper acceptance, the person making the offer is protected. The onus of completing the contract is thrown on the person receiving the offer.

Private boxes, pigeon holes and other letter receptacles may be the cause of trouble and inconvenience, unless properly cared for. A letter may be slipped through a hole in a door and become mixed up with boxes or desks, and eventually swept out and lost. The person or firm responsible for leaving the opening in a door without care, need not be surprised if some day a valuable contract is lost, or if they are held to some offer which has been forgotten.

It is very easy to forget that an acceptance in terms slightly different to the offer, either as to time, place, quantity or quality, is not valid, and the person who made the offer need not honor such an acceptance.

The words "by return mail," may be the loophole through which to escape from an undesirable

contract. If this provision is made in the offer, the letter of acceptance should be written within twenty-four hours, if possible. One party wrote another, "If you will send me a cheque to cover the amount of your note, I will send it to you on receipt of the cheque. Let me hear from you by return mail." This letter was received on March 29th but a reply was not sent until April 3rd. Proceedings had already been started and the Court decided that as the Second Party had allowed four days to elapse before replying, even if two were holidays, he was not entitled to benefit from the original offer. He had to pay the costs, of course.

The following suggestions and general information will be of value when accepting or making offers by mail and telegraph.

(1) An offer by letter remains a continuing offer until the letter is received, and for a reasonable time thereafter.

(2) The offer may be revoked at any time before acceptance, but when it is accepted by the deposit of a letter in the mail, the contract is complete.

(3) When the contract is completed by the mailing of a letter of acceptance, the one who accepts is not responsible for a delay or loss which follows. He may enforce his contract, even if the letter of acceptance never reaches its destination.

(4) The acceptance must follow strictly the terms of the offer, and must be in the manner prescribed. An acceptance which in any way qualifies the terms of the offer amounts to a refusal of the offer, and no binding agreement can result.

(5) Acceptance may be indicated by acts, but the contract is not complete and binding until knowledge of the acts is conveyed to the person who made the offer. The offer may be revoked at any time before this knowledge is so conveyed.

(6) When making an offer by letter or telegram you may protect yourself by stating that it shall not be binding until you have received notice of acceptance. The same result may be accomplished by limiting the time for acceptance.

By keeping these few points in mind, a time may come when considerable trouble will be averted. A lawsuit is very disagreeable in any business, and is sure to drive away trade. A little care is all that is necessary.

Guarantee and Suretyship.

To guarantee a debt when the debt is already incurred, there must be a *consideration,* unless made under seal. For example:

> In consideration of One Dollar, the receipt of which is hereby acknowledged, I guarantee that the debt of Ninety-Two Dollars now owing to John Clements by Arthur Ford shall be paid at maturity.
>
> Belleville, Ont., March 4th, 1921.
>
> William Morton.

The above may be addressed to John Clements, or in the form of a letter, closed with "Yours truly," etc. The latter is equally binding.

Another illustration where the *consideration* is the *Extension of time*:

> If you will grant an extension of thirty days to Arthur Ford, I guarantee the debt shall be paid at that date.

GUARANTEEING FUTURE PURCHASES.

> Owen Sound, March 10th, 1921.
>
> In consideration of One Dollar, the receipt of which is hereby acknowledged, I hereby guarantee the payment for all goods purchased by Walter Wilson from W. R. Brock & Co., Ltd., up until Sept. 30th, 1921, total amount of said purchase not to exceed Five Hundred Dollars.
>
> Thomas R. Ramsay.

If the firm from whom the goods are to be purchased changes its *personnel,* the guaranty to hold good must be renewed.

Another point—A guaranty of payment for goods purchased reading "*From* this date" does not cover goods purchased *on* that day.

GUARANTY FOR A COMMISSION MERCHANT.

> Winnipeg, Man., April 6, 1921.
>
> George Dixon Co.,
> Fort William, Ont.
>
> I hereby guarantee that Alexander Drake, Commission Merchant, will pay for or return all such goods, wares, merchandise or fruit that you may consign, ship and deliver to him, to the amount of Three Thousand Dollars, during the next ten months for sale.
>
> Albert Henderson.

This guarantee does not cover goods sold to Drake on credit, but only covers goods shipped to be sold on consignment.

Payments.

Promissory Notes.

A promissory note is an unconditional written promise made by one person to another, signed by the maker, engaging to pay, on demand or at a specified future time, a specified sum of money, to, or to the order of, a specified person, or to bearer.

Several things must be remembered:

(a) No *condition* may be expressed. If so, it ceases to be a promissory note, and is nothing but a written agreement, binding on both parties, of course, but not negotiable, except by assignment.

(b) It must be made payable in *money*. If made payable in anything else it is called a chattel note.

(c) A *specified* time for payment must be shown, or else on the happening of an *event certain*. For instance, so many days after the death of a certain person.

If no place of payment is mentioned it is payable where dated. Usually it is best that the place of payment be mentioned.

In signing a Note, lead pencil may be used quite legally, but for obvious reasons it is better to employ pen and ink.

When signing in a representative capacity the name of the *Principal* must be used. The following signature binds the Principal, not the agent:

George Watson
per Henry Joyce,
Agent.

When signing for a Corporation, the following binds the Company, not the Treasurer:

Imperial Oil Co., Ltd.,
By Roy N. Wilcox,
Treasurer.

If signed in the following way Roy N. Wilcox is personally responsible, and not the Company:

Roy N. Wilcox,
Treasurer, Imperial Oil Co., Ltd.

Below is an example of a joint Promissory Note:

$300.00. Calgary, Alta., Jan. 2, 1921.

Three months after date I promise to pay to Arnold D. Hill, or order, at the Royal Bank of Canada here, the sum of Three Hundred ..... Dollars value received.

Oscar Price.
W. C. Davies,
Surety.

Both Price and Davis promise to pay this Note either jointly, or individually, if necessary. The *holder* had to sue to collect and Davies paid, he being only the *Surety* could collect the whole amount from Price, who received the value. The word "Surety" was left off. Davies after paying the Note could only collect half the amount and half the costs of the previous suit from Price.

Chattel Note.

The following is an example of a Chattel Note:

Dundalk, Jan. 31, 1921.

Three months after date I promise to pay Jas. Bentley, at his store, Fifty, ninety-eight pound jute sacks of Sunrise Flour, at market price.

Arthur Pearson.

Instalment Note.

Three days of grace are allowed on each instalment of this Note:

$100.00. Oshawa, Ont., Feb. 1, 1921.

On the tenth day of each month hereafter for five months consecutively, I promise to pay Ernest Johnson the sum of Twenty Dollars, the whole amounting to One Hundred Dollars, the first of such payments to be made on the tenth day of April next. Interest both before and after maturity until paid at the rate of six per cent. per annum.

In event of default in making any of the above payments at the time mentioned, the whole amount of this Note shall thereupon become due and payable forthwith.

Charles Harris.

Lien Notes.

Some authorities claim a Lien Note is not negotiable, but most authorities claim they are *when prop-*

erly worded. The following is an example of a negotiable Lien Note:

$90.00. Calgary, Feb. 2, 1921.

Two months after date I promise to pay Norman Watt, or order, Ninety Dollars, for value received.

The title to the property in the Duo-Art Pionalo, No. 3264, for which this Note is given, is not to pass, but to remain in the said Norman Watt until this Note, or any renewal thereof, is fully paid.

John Chalmers.

To assign a Lien Note the following written across the back is a concise form:

For value received, I hereby transfer the within Note, and all my rights, title and interest in the goods and chattels for which the said Note was given, unto Frank Fletcher.

June 29, 1921. B. Archibald.

Acceptance and Drafts.

Acceptance is the name of a draft or bill of exchange, after the drawee has accepted it, so that it will be distinguished from a bill before it is accepted.

To accept a draft write across the face as under:

Accepted December 31, 1920.

Payable at Merchants Bank here

W. D. Townsend.

The mere signature would suffice, but it is better to do as in the example. This would be termed a *general acceptance.*

A *qualified acceptance* would be any of the following instances:

(a) *Conditional*—When the acceptor makes payment depend on a condition stated therein. For instance, payment to be made out of some fund not in existence when the bill matured.

(b) *Partial*—When the acceptor agrees to pay only part of the amount for which the bill is drawn.

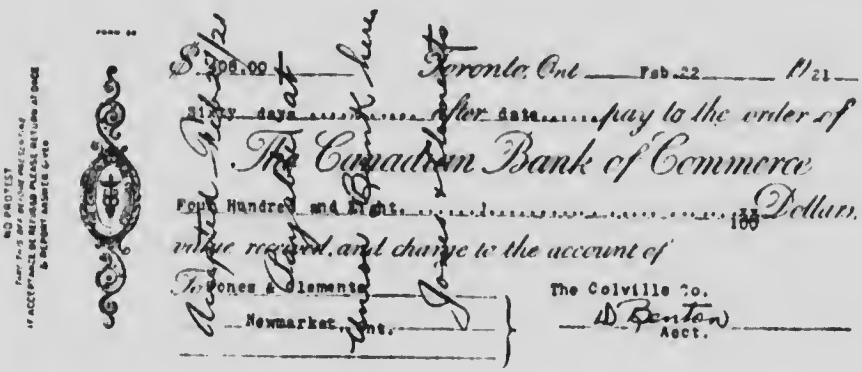
(c) *Change of Time*—When the bill is drawn for say thirty days and the acceptor writes "Payable in sixty days."

(d) Acceptance for some one or more of the drawees, but not of all.

In the case of acceptance by a Company, the Company's name *only* should be signed. When drawing on a Company do not mention any officer's name, but only that of the Company. On the other hand, it is desirable when a Company is the drawer, that its name should be followed by the person signing and giving his official position.

When partners are accepting a bill the two names should be shown and not just the name of the one partner signing.

On the page following is an example of an ordinary Time Draft and its acceptance:



A sight draft is made out the same way as above, except the words "At sight" take the place of "thirty days after date." It is presented for acceptance, the three days grace allowed for payment, when the drawee so desires.

A Demand Draft has the words "On Demand" instead of At Sight, but no three days grace are allowed.

Indorsements—The following written across the back of the instrument is an *indorsement in full.*

Pay Ernest Barnes, or order.

William Price.

The more common method is to simply sign the name.

To guarantee payment of a Note the following may be endorsed on the back:

I hereby guarantee the payment of the within Note.

Andrew J. Smith.

Or perhaps this would be preferable:

For value received I hereby guarantee payment of the within Note and waive protest and notice of dishonor.

Andrew J. Smith.

To guarantee the collection of a Note:

For value received, I hereby guarantee the collection of the within Note.

Alton Brown.

An indorsement waiving protest before maturity may be done as follows:

Presentment and Protest waived.

R. Wilson.

If at maturity:

I hereby accept notice of non-payment and waive protest.

R. Wilson.

The indorsement shown under identifies the holder of the paper at the Bank, without making the indorser liable for payment:

Charles Inwood is hereby identified.

R. Wilson.

A *specific indorsement* to guard against loss in the mails, etc., would be:

For deposit only to credit of

R. Wilson.

The Bank would not pay cash in the above instance, or in the following—this letter would answer for a Clerk, who did not have authority to indorse his employer's name:

For deposit only to credit of R. Wilson.
Lyle Sloan.

Checks (Cheques).

Payments for almost any account are now being made by Check, although a Check is not legal tender, nor yet money, and a person cannot be compelled to accept it in payment of a debt. Still they are generally accepted.

The form of Check generally used is:

Toronto, Jan. 26, 1921.

Canadian Bank of Commerce.
Pay to Western Milling Co. ..... or order
Two Hundred and Twenty ..... Dollars
$220.00.

Thos. Morton.

In this case the Check must be indorsed by the Western Milling Company before the Bank would pay it, as it was made to their order.

A Check payable to "cash" is payable to *bearer*. When made payable to *bearer* it should be paid to bearer regardless of how it may have been indorsed by some holders after its issue. The Bank usually requires *bearer* Checks to be indorsed as well as *order* ones. This is only for identification.

Due Bills, Orders and Receipts.

A due bill is a written acknowledgment of debt—non-negotiable. It may, however, be transferred by assignment. To do the latter write across back:

For value received I hereby assign to James Scranton the within due bill.

Here is a due bill payable in merchandise:

Sherbrooke, Que., Jan. 14, 1921.

Due Jason Sumner Twenty Dollars in goods from our store.

L. Laudrain.

An Order is a written request to deliver goods, or money, on account of the person making the request. Below are two illustrations:

Halifax, N.S., Feb. 10, 1921.

Messrs. Reed Company,

Gentlemen:—

Please let Mr. James Lewis have from your store Twenty-five Dollars in such goods as he may wish and charge to account of

Albert Johnson.

Victoria, B.C., Feb. 21, 1921.

Messrs. A. Tanton Co.,

Gentlemen:—

Please pay to George Dillon, or order, Fifteen Dollars, and charge same to the account of

$15.00 B. H. Massey.

A receipt is a written acknowledgment of value, or certain sum of money, received. Several forms are shown below:

On account.

Prince Albert, Feb. 2, 1921.

Received from A. Boyd, Ten Dollars on account.
$10.00. B. Turner.

For rent.

Toronto, Feb. 4. 1921.

Received from Harvey Tyler, Fifty Dollars for one month's rent of house 18 Bolton Ave., due Feb. 1st.
Wm. Craig.

For interest paid on mortgage.

Quebec, Que., Jan. 16, 1921.

Received from D. Smith Sixty-Two Dollars, being amount in full for one year's interest, due Jan. 1, 1921, on his mortgage, in my favor, dated Jan. 1, 1917, which amount is also indorsed on the mortgage.
Dalton Rennie.

Money received through third party.

Fort William, Feb. 3, 1921.

Received from W. McDougall, by the hands of C. Younger, Fifty Dollars, in full of all demands.
$50.00 Peter Ogden.

Landlord and Tenant.

A lease may be either verbal (oral) or written, or under seal. A lease is the *agreement,* and not the

paper on which it is written. It should state all t conditions and agreements, for verbal promises a not much use in Law, where there is a written instr ment. If written it should be under seal—that is Deed.

There are different Laws for the various Pr vinces, governing leases, so that it would be impo sible to give any detailed informaton about the here. We can only give briefly one or two exampl of Notices between Landlord and Tenant that ma be used.

In the case of a monthly tenancy beginning sa March 1st, the Notice to quit should be given an received not later than Jan. 31st, in order to leave clear month's notice. February 1st would be to late. The following Notice from the Landlord i complete:

> Please take notice that you are hereby require to surrender and deliver up possession of the hous and lot known as No. 22 Oscar Road in the City of To ronto, which you now hold of me, and to remove there from on the 28th day of February next, pursuant t the provisions of the Statute relating to the rights an duties of Landlord and Tenant.
>
> Dated this 26th day of January, 1921.
>
> Yours truly,
>
> To Wilfred Hewitt, (Tenant). — Norman Booke, (Landlord).

If Notice by the Tenant:

> I hereby give you notice that on the 28th day of February next, I shall quit and deliver up possession

of the premises I now occupy as tenant, known as house and lot No. 22 Oscar Road in the City of Toronto.

Dated this 26th day of January, 1921.

To Norman Booke,
(Landlord).

Wilfred Hewitt,
(Tenant).

When the Landlord owes a debt to the Tenant the latter may set off against the rent such a debt. A notice similar to the following would do:

Take notice that, under The Landlord and Tenant Act, I wish to set off against rent due by me to you the debt which you owe me for goods purchased in my grocery store, amounting to Twenty-two Dollars.

Dated this 12th day of February, 1921.

Maxwell Dutton.

CHAPTER X.

MISCELLANEOUS.

Current Bank Accounts.

A CURRENT account is usually kept for business purposes. It provides you with a record of your income and expenditure, as well as with a receipt for the latter.

On opening the account by making your first deposit you will be given a pass-book and a supply of cheques for use as required. At the end of each month your pass-book should be left at the bank to be balanced. Your paid cheques will then be returned to you with your pass-book upon your signing a receipt for them. These cheques should be kept as they are receipts for money paid out.

Banking by Mail.

Accounts may be opened at any branch of a Bank by letter. Money may be deposited or withdrawn in this way as easily as by a personal visit to the Bank. Care should be taken to register all letters enclosing cash.

Money Orders, Drafts, Travellers' Cheques and Letters of Credit.

A Bank issues Money Orders and Drafts for the use of those who have out-of-town payments to make, and Travellers' cheques and letters of credit for the use of people who are away from home and desire to provide themselves with money in the most convenient way possible. These travellers' cheques and letters of credit represent the most complete service which modern banking is able to render to the traveller. Both forms are self identifying.

Money Orders.

For making out-of-town payments of sums of $50 or under, there is no safer or more convenient means than the Bank Money Orders. For payments in other countries a special Foreign Money Order is issued, usually drawn in sterling. No Bank Money Order can be issued for a larger sum than $50. For sums in excess of $50 two or more Bank Money Orders may be bought, but it is cheaper and more convenient to purchase a draft.

Drafts.

A draft is an order addressed by a bank to one of its branches or agents to pay a sum of money to a certain person named therein. A small charge is made for issuing a draft, varying according to the amount required and the place where payment is to be made.

Were it not for the duty imposed upon a bank when it pays a Money Order or Draft to see that the money is paid to the person entitled to it, Drafts and Money Orders could be used quite conveniently by persons travelling, as a means of providing themselves with money while away from home; but because of the difficulties apt to arise from lack of identification, Travellers' Cheques and Letters of Credit have come into existence as part of the equipment of an up-to-date bank.

Travellers' Cheques.

The name "Travellers' Cheque" indicates concisely the purpose and use of this form of Cheque. It is the bank's cheque for the use of a traveller, payable to his or her order, and addressed to the agents and correspondents of the Bank throughout the world. Provision is made to enable the holder to identify himself to the satisfaction of the paying agent, thus avoiding a most serious source of annoyance to a stranger in a foreign country. On the face of each cheque is printed the amount which will be paid for it in the principal foreign countries (except that in countries where the law requires the use of revenue stamps on such Cheques the cost of these will have to be deducted), so that no dispute can arise about exchange or overcharges. The amounts for which these Cheques are issued are $10, $20, $50 and $100 each, the idea being to enable the traveller to draw, in each country he visits, the amount which he requires for use in that country and thus to avoid the loss and trouble consequent on carrying the money of one country into another.

Travellers' Letters of Credit.

A Traveller's Letter of Credit issued by the Bank practically opens an account for the holder in London, England, or New York, the two principal financial centres of the world, against which he or she may draw cheques for any sum required up to the amount called for by the Letter of Credit, and further provides means by which these cheques will be paid on application by bankers throughout the world, a list of whom is given to the holder of the Letter of Credit.

Registered Mail.

All classes of mail matter sent by post within Canada may be registered. Persons posting letters or packages containing articles of value should be careful to require them to be registered, and to obtain from the Postmaster a certificate of receipt for registration.

The charge for registration in addition to the postage and War Tax is, on all classes of matter, is 10 cents.

The postage charge, war tax and registration fee should, in all cases, be prepaid by stamp.

Registration is not an absolute guarantee against the miscarriage or loss of a letter; but a registered letter can be traced where an unregistered letter cannot, and the posting and delivery or non-delivery can be proven.

The sender of a registered article posted in Canada for delivery in Canada or in any other Postal Union country may obtain an acknowledgment of its

receipt by the addressee at a cost of 5 cents in addition to the ordinary postage and registration fees. This additional fee should not, however, be affixed to the registered package itself.

Indemnity for Loss on Registered Mail.

(1) In case of the loss in the postal service of a registered article posted in Canada for delivery in Canada the addressee, or at the request of the addressee, the sender, is entitled to an indemnity, which in no case shall exceed $25, or the actual value of the lost registered article when the same is less than $25, provided no other compensation or reimbursement has been made therefor.

(2) The indemnity will be paid, provided the loss of the registered article is reported to the Department within one year of the date of posting, upon receipt of sworn statement of the persons concerned:

(a) That according to the best knowledge and belief the registered article has been lost in the mails.

(b) As regards the value of the contents of the lost registered article.

(c) As regards the ownership of the same.

(3) No indemnity is given for a registered article which has not been entirely lost in the mails.

(4) No indemnity is given for an article upon which the registration fee has not been paid.

Useful Information.

Re-directed Letters.

Re-directed letters are not liable to any additional postage if handed back to the Post Office with a changed address at the moment of delivery or as

soon as possible thereafter, provided always the change in the address does not require the letter to be sent to any place to which the postage rate is higher than was at first payable. In the case of an article re-directed to an address requiring a higher rate of postage than its first address, additional postage must either be prepaid when the letter is re-directed or collected on delivery. Only the simple deficiency in prepayment is to be rated or collected, the deficiency in this case not being doubled.

Letters Addressed to Initials, etc.

Letters addressed simply to initials, as "A. B." "X. Y." or to a Christian name simply, as "John," or to an arbitrary or fictitious name, with a designation of the place of delivery, as "Montreal," "Toronto," but which are not further directed to the care of some named person, firm or institution, or special post office box or street number, are not accepted, if handed in at a post office; and are not forwarded if dropped in a letter box, but are sent to the proper Branch Dead Letter Office by first mail.

Letters Addressed to a Street Number.

Letters addressed simply to a street number or to a room number in a specified building, without the name of person, firm, etc., may be delivered, provided there is only one household or firm in occupation of the room or building indicated; otherwise, letters so addressed will be sent to the proper Branch Dead Letter Office as insufficiently addressed.

Matter Partly Printed, Partly Written.

All such matter, with the exception of the articles mentioned under "Books and Printed Matter," is subject to letter rates of postage within Canada, that is, 2 cents per ounce or fraction thereof. It embraces legal and commercial papers of all kinds, pass-books of banks and other institutions, stubs of receipt books, minute books, plans when accompanied by specifications, visiting cards when any words other than the address of the sender and not more than five words of good wishes, congratulations, thanks or other forms of courtesy are written upon them, deeds, wills, mortgages, insurance policies, etc.

Return of Letter to Sender not Allowed.

A letter or any other mail matter once posted becomes the property of the person to whom it is addressed, and must be forwarded according to its directions. On no application, however urgent, can it be delivered back to the writer or to any other person.

Letters Delivered to Wrong Person.

A letter delivered to the wrong person in consequence of his name being the same as that of the person for whom the letter is intended, should be at once returned to the postmaster from whom received; and if it has been opened, the person who opened it should write on the cover "Opened by me through mistake," and give his name and address.

Re-direction of Letters.

Parties desiring to have their letters and papers re-directed should give or send an intimation to that effect in writing to the postmaster of the office from which the letters and papers are to be re-directed. The parties whose correspondence is thus re-directed should take steps to inform their correspondents of their change of address, so that the post office may not be put to unnecessary trouble in the matter.

Letters to Contain Full Address of Writer.

Every letter should contain the full name and address of the writer, in order to insure its return if the person to whom it is directed cannot be found.

Missing or Delayed Letters or Papers, etc.

When articles of mail matter are missing or delayed, the fact should be communicated at once to the Postmaster-General at Ottawa, or to the Inspector of the division in which is situated the post office at which the articles were posted. In case of a ·sing letter enclosing articles of value, state the exact contents, the exact address, the office at which posted, the name of the person by whom received at the office. In the case of a delayed letter or paper, send the cover or wrapper in an entire state, in order that the place of delivery may be ascertained by an examination of the postmarks.

Supposed Abstraction of Money or Value From Letters.

In the event of a supposed abstraction of money or value from a letter, send the letter and cover to the Postmaster-General, stating day and hour on

which delivered, name of the postmaster or clerk by whom delivered, and name of person by whom received. It is very desirable that every case of delay, loss, or abstraction should be promptly reported.

Letters Mailed at Sea.

Letters, etc., mailed on a vessel at sea may be prepaid by means of postage stamps of the country whose flag the ship carries; but letters mailed on a vessel in port must be prepaid by stamps of the country to which the port belongs.

ADDRESSING TITLED PERSONS AND THOSE HOLDING OFFICIAL POSITIONS.

Sometimes it is found necessary to write letters to persons holding titles or official positions. Such letters should be brief, and without flowery expressions or personal compliments. Abbreviations should not be used, while the style should be formal.

When such letters require to be written the question usually arises as to the right salutation. A number of examples follow showing the correct form to be used:

Addressing a letter to King George V.:

His Majesty
King George V,
Buckingham Palace
Sire:—

To the Prince of Wales:

His Royal Highness
The Prince of Wales
Buckingham Palace
Sir:—

To the Governor General of Canada:

His Excellency the Governor General,
Ottawa, Canada.
Sir:—

To Lieutenant Governors:

His Honor the Lieutenant-Governor of .....
..... Canada.
Sir:—

To the Premier of Canada:

The Hon. Arthur Meighen, K.C., M.P.
The Prime Minister of Canada,
Sir:—

To Provincial Premiers:

The Hon. Mr. .....,
Premier of ....., Canada.
Sir:—

To Cabinet Ministers:

The Hon. Mr. .....
Ottawa, Canada.
Sir:—

To Judges of the High Courts:

The Hon. Mr. Justice .....
....., Canada.
Sir:—

In the body of a letter to a judge of the Higher Courts, "your lordship" may be used once only. Likewise in a letter to a county judge "your honor" may be mentioned.

To a Mayor:

G. R. George, K.C.,
Mayor of Detlor, Man.
Sir:— (or Your Worship)

Archbishops should be addressed as "Most Reverend Robert Jones," and Roman Catholics as "The Most Reverend"; Bishops as "Right Reverend," and "Dear Sir." Protestant Ministers should be formally addressed:

Rev. R. B. Sloane, D.D.,
Calgary, Alta.
Dear Dr. Sloane:—

Where the degree D.D. is not held, simply use "Dear Sir."

In the Roman Catholic Church, except for Archbishops and Bishops, it is correct to use "Venerable Father," or "Venerable Sir."

The Pope is addressed as:

"His Holiness, The Pope," or "To Our Most Holy Father, Pope Benedict XV."

Cardinals are addressed as:

"His Eminence, Cardinal Mercier," or "To His Eminence, The Most Reverend ....."

Jewish Rabbis as a rule are addressed as "Reverend."

v-
ne
"
oe

se

h-
le

ly

His

as