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THE

BUSINESS ENCYCLOPÆDIA

AND

LEGAL ADVISER

BUSINESS CORRESPONDENCE

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AND

LEGAL ADVISER

BUSINESS CORRESPONDENCE

BY

W. S. M. KNIGHT

OF THE INNER TEMPLE, BARRISTER-AT-LAW

ASSISTED BY

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BUSINESS CORRESPONDENCE

HOW TO DRAW UP A LETTER-HEADING

THE first thing to be considered in connection with the despatch of any letter, whether it be an answer to a complaint or a circular designed to attract new customers, is the paper upon which it is written and the printed heading that the paper bears. The letter, paper, and its heading are often the most important factors in making or marring the impression conveyed by a firm's communication. It cannot be denied that the first thing to impress the recipient of any letter is its general appearance. No business man willingly will permit untidy typing of his letters; no one will persist with a copying system that entails smudged letters. For just the same reason it is essential that the greatest care should be taken in designing and drawing up a firm's note-heading. Yet there are hundreds—nay, thousands—of long-established and high-class firms using note-papers that reflect no credit whatever on their sense of taste. Cheap paper, amateurish type display, uncouth designing, and even cheap and shoddy printing are only too frequently the order of the day, so that the recipient at once receives an impression that is the reverse of favourable.

For, after all, a business-like house can surely be expected by its correspondents to have a business-like letter paper, and a high-class house to use high-class stationery; and conversely, it cannot be considered unfair to conclude that a firm using shoddy note-paper may be shoddy in other respects.

And yet, up to a certain point, a note-heading is one of the easiest things to design if the business man only possesses a sense of proportion, a little common sense, and the necessary carefulness to consider thoroughly what he is doing.

Primarily a note-heading is inserted on a letter for one purpose—namely, to convey information about the firm. As such it should contain—

(1) The firm's correct "style" or name.
(2) Its *full* address.
(3) Its telephone number.

These are the only primary requirements of a heading, and in certain circumstances it is unnecessary even to include the last item.

Having this in mind the first thing about which to be careful is to make

sure that the note-heading does not include any needless matter. The simpler the information given in any heading the easier it is to make it artistic. The more items it is necessary to include, the harder this becomes. At the same time it is easy to err on the other side, and to neglect information that should by rights be given, both for the convenience of correspondents and for the conveyance of an adequate idea of the importance and facilities of the firm. Probably the classic example of an abbreviated note-heading is that of Lord Northcliffe, who habitually uses paper containing in very small type the three words "The Daily Mail." This, of course, conveys a very fine idea of dignity and importance, but Lord Northcliffe is in a different position from that occupied by most business houses, and although he may quite rightly expect his correspondents to know that the offices of the *Daily Mail* are situated in London, and that its telephone number can be found in the telephone book, a business house seeking business from clients cannot expect them to go to the trouble of remembering its address, or looking up its number in the telephone directory.

The first thing then to do in designing a note-heading is to draw up a rough list of those items of information that must of necessity be included, and it is as well also to draw up a secondary list of further items that may be included if space and design permit.

The first list will be confined to the three items given above, although some of these may have to be duplicated owing to the necessity of giving two or more different addresses, and this duplication will often apply to the telephone number also. The note-heading of Messrs. Treloar & Sons, Ltd., for instance, gives three telephone addresses, one of its Counting House, another of the Carpet Department, and yet another of the Linoleum Department. In some cases it may be desirable also to include in the list of essentials the name of the manager or proprietor. This, of course, is a matter for individual decision that must be governed by special circumstances peculiar to the business. In some cases, for instance, it will be considered desirable to convey the idea of personal service, while in others the exact opposite will hold good.

There is one other item that will sometimes have to be included in the first list, while in others it will only appear in the secondary list. This is a short phrase descriptive of the business. Judging by general practice opinion seems pretty well divided, but some firms seem to hold an inflated idea of the knowledge possessed by the public of their business. It must not be forgotten that new residents are continually coming into every town, and that every year a new generation arrives at maturity and achieves the power of spending money. For that reason, if for no other, it is usually desirable to include a description of the firm. This need only be quite a small phrase, and the shorter and sharper it is the better, provided always that it gives an adequate description of the class of business undertaken. Such phrases as "Tailor and Outfitter," "Fancy Drapers and Milliners," "Specialists in Men's Clothing," "Dyers and Cleaners," are actual examples of short headings; while somewhat longer ones are "The Noted House for Cocoa, Coffee, and Chocolate," "The West End House in the City," "The Famous Shop in Bayswater, devoted to Leadless Glaze China," "Manufacturers of Bedding, Bedsteads, Upholstery, and Bedroom Furniture" These all convey some idea

of the class of business undertaken, and help the note-heading in its own way to do a little "general publicity" advertising for the firm.

The secondary list will be devoted almost entirely to items having this object, and in many cases the most important of all will be an illustration. The next will often be the question of making the address explanatory. For instance, "2, Ludgate Hill" does not convey as much to the ordinary public unconversant with the numbering of the street as that phrase accompanied by the description "Opposite St. Paul's"; "25, High Street," if High Street happens to be a long thoroughfare, is not as easy to find as if the description "Next to the Town Hall" is added. The inclusion of a description is a matter to be decided according to the size of the town, the length of the street, and the importance and size of the premises; but it is most important to make sure, even with the largest business, that the address is not stated too vaguely. One must never forget that customers are under no obligation to call, and they are likely to remember this if for any reason the address is made difficult to locate.

The next point to be considered is the desirability of including a few words to indicate the class of goods supplied by the house. These may consist of a list of a few lines. For example, a draper may wish to include the words:

Millinery,
Furs,
Gloves,
Underclothing,
Blouses,
Laces, etc.

Messrs. Austin Reed, Ltd., the well-known London Hosiers, have two panels, one at each side of their heading:

Shirts . . . . Hosiery . . . Collars . . . Neck Wear . . Coats . . . . Clothing . . . Leather Goods, and Hats for Men . .	Sole Makers of Summit Shirts and Collars, . . . "A.R." "Ambassador" Coloured Shirts . and "Gerrard" Hats .

Yet another item in the secondary list will be the question of including any appointments or awards that may have been presented to the firm, and the trade-marks of any special goods for which the firm holds agencies. This must be left entirely to individual discretion, as it depends upon the exact importance of each individual case.

We now come to the question of the inclusion of illustrations, such as a

representation of the business premises, or an illustration referring to some article sold. Messrs. Treloar & Sons, Ltd., for instance, whose note-heading has already been referred to, include an impressionist sketch showing a lady and gentleman looking at a rug in their warerooms. Messrs. Boulton & Paul of Norwich use a hand-drawn note-heading containing a representation of the goods they supply; and Messrs. Selfridge & Co., for their Tailoring Department, use a special note-heading containing a well-executed fashion drawing of a man. On their general note-heading, however, they include an illustration of their premises, and this is an undoubted advantage in helping the customers to find their premises. For all premises must be easier to recognise if the would-be customer already knows their appearance. Where it is possible to include such a picture without overcrowding the heading, it would seem advisable to do so, but only if the premises are sufficiently imposing to look well in what must necessarily be a small illustration. The note-heading of Messrs. Heal & Son, the furniture manufacturers, is a good example of the use of a trade-mark; but this is an exceptional case, as the trade-mark in their instance—a "four poster" bedstead—gives such a good idea of the class of trade catered for. At the same time this note-heading is not a very wise example to follow with the limited facilities that often attend business men in the provinces. Note-heading lettered by hand is apt at times to be lettered in such a way as to be hard to read, and it is much wiser as a general rule to stick to the simple artistic types that most printers can supply.

This leads us to the question of the actual designing of the heading, and in considering this the first point to remember is that simplicity is the best quality that any note-heading can possess. Nothing can look so dignified or in such good taste. Of course simplicity is comparatively easy to attain when only a few words are necessary, and becomes correspondingly difficult as the necessary items grow in number. When a large number of items have to be included it is often wise to run a thin line all round the heading, unless of course it is possible to get the heading specially drawn by a competent commercial artist who really understands his business. The work of the bad artist must be avoided at any cost. It ought to be quite possible to get a note-heading designed by a good artist for about a couple of guineas. After all, if many letters are to be sent out such an expenditure does not amount to a very serious item.

For the same reason it is often well to include two colours in the note-heading, as an artist who has at his disposal a couple of colours can often obtain a much better effect than if he is restricted to simple black. At the same time, even if two colours are to be used, it is often a good plan to ask the artist to design the heading so that it can be printed in one colour if necessary, and the style of the firm's note-heading still be retained if such a large number of circulars have to be sent out on any future occasion as to make it undesirable, on the score of expense, to use more than one colour.

The next point to consider is the colouring of the paper and the ink in which the heading is printed. Of course the safest of all colours to use for the paper is white, but it is often wise to choose some distinctive colour scheme, and to use it throughout all the firm's stationery. A greyish blue linen paper might for instance be adopted for the letter paper, with the

heading printed in brown. This is an effective and dignified colour contrast, and could be easily carried out on invoices, statements, price cards, etc. Dark blue on buff is another effective contrast. The most important thing is to avoid gaudiness, and in doing this the best plan to adopt is to use secondary rather than primary colours. Of course this is very vague, and does not always hold good, but it is better, for instance, not to use crude yellows or glaring blues. Red is a popular colour, particularly in conjunction with black, but here again care should be taken that it tends to crimson rather than to vermilion. Crimson and black form, of course, an extremely handsome combination.

If an artist is being employed to design the heading he should be consulted on this matter, and his advice followed as closely as possible. In doing so, however, it must not be forgotten that the essential purpose of a letter is to be read, and nothing must be allowed to militate against this. For that reason the paper must not be allowed to be of too dark a shade.

For this reason, when choosing the colour for the heading, one must remember in what colour ink the letter is to be typed. It is no use obtaining a beautiful colour scheme in the heading if it will clash with all the typewriter ribbons commercially obtainable, and it is as well, before finally settling upon the heading, just roughly to try the colour scheme, and to run it through the typewriter so as to see the effect.

On the question of the choice of paper not much need be said as long as it is good and fairly substantial. It may be left pretty safely to the taste of the user, but it is surprising how many business men when choosing a paper neglect to have it tried in a typewriter before placing the order. Being "tried," moreover, should include the erasing of a word, and the typing over again on top of the erased portion. No typists are faultless, and it is certainly advisable to provide for mistakes before the paper is printed and correction is too late. If the letters are to be copied, moreover, as opposed to the system of taking carbon copies, it is wise to run a specimen letter through the copying machine to see that the paper does not become too limp when it is damped.

On the size of the paper, again, little need be said. The best plan is to keep to the usual quarto size of about 10 in. by 8 in. Sometimes, of course, it is an advantage to vary this. In propositions appealing to ladies a smaller size is occasionally used with great advantage, and in the case of a very serious proposition, where as imposing an effect as possible is needed, it may even be increased. Messrs. A. & F. Pears, for instance, of Pears' Soap fame, have a very dignified note-paper which is used on special occasions, size 11½ in. by 9 in., on a very heavy, hand-made paper. The effect is very striking. It is sometimes desirable also to follow this the other way, and send out letters on the small folded, personal sized note-paper. This is very useful where the letter is desired to convey the idea of personal attention, as the small-sized note-paper succeeds in doing this admirably. Such note-paper may be used with advantage when the manager of a business is replying in person to a complaint, but it is also useful at times in ordinary circularising.

LETTERS ANNOUNCING START OF BUSINESS

THE first occasion in connection with any business upon which a circular letter can be sent out is its establishment, and this letter probably needs more consideration than any other that may be sent out later. It will almost always be the first intimation that the customer receives of the new business, and as such will be a potent factor in making or marring the impression conveyed by the new firm. When possible, particularly if the establishment has any pretentions to special distinction, it is wise to send out a letter, say three weeks before the opening of the premises, and follow this up by a letter to arrive on the day of opening. A further letter can also be sent a month after the opening, stating that everything is now working very smoothly, and that not a single customer has so far been lost etc. With many businesses, such as fairly large drapery or other establishments, it is often wise to devote the first day or couple of days to a semi-formal reception. In such a case a letter of invitation should be accompanied by an invitation card, either engraved or else printed in script letters. A specimen invitation card will be found among the letters following. In the case of such a reception a rule is often advisable to the effect that although orders can be placed and special goods reserved, no sales may actually be made. The object of this is to emphasise and to support the statement that no one will be expected to buy. Another variation of the rule is that admission will be by ticket only up till, say, 4.30 in the afternoon, when the premises will be formally declared open for business. Another idea is for the presentation of some little souvenir as a premium for all purchasing on the first day. Such schemes as these, however, are only suitable in certain circumstances, and the question must be decided by individual conditions. The letter sent out on the establishment of a new business may be fairly long, and must be treated with great care. It should set out the policy and objects of the new firm, and should mention strongly any special facilities it will offer.

Letter announcing Impending Start of Business

August 24, 19 .

Mrs. W. Payne,
Upton Road, Dublin.

DEAR MADAM,

On the 10th of next month I shall be opening new premises at No. 44, High Street, as a High-class Butcher, and I have the honour to hope that you will see your way to give me a trial.

I shall be killing all my own meat, and shall therefore be in a position to guarantee every pound of meat I sell as being of the very highest quality. Moreover, my premises, cold-storage rooms, etc., are being constructed on the latest principles of scientific hygiene, so that you may rest assured that everything is kept under the cleanest possible conditions.

My motto will be to supply good class meat at the smallest possible profits, and not that of some butchers of systematic overcharging and underweighing. May I hope that such an object is worthy of your support.

Yours faithfully,
HENRY BEABLE.

New Business—Short Letter on Opening

September 3, 19 .

Mrs. Mackie,
The Parade, Chatham.

MADAM,

It may interest you to hear that we have just established a High-class Drapery Business at No. 29, Grove Road.

It opens on Monday next, and as all the stock will be new, and much of it superior to anything hitherto obtainable in the district, we hope to have the honour of your custom.

In the meantime, may we invite you, whenever you feel so disposed, to come in and see if we have anything you like specially? We think you will find it interesting, and you will *never* be worried to buy.

Yours respectfully,
McCLELLAN & MONCTON.

Letter to Residents near Shop

October 7, 19 .

Mrs. F. Lane,
New Street, Tonbridge.

DEAR MADAM,

We think that you will be pleased to learn that we are opening next Monday a High-class Grocery and Provision Warehouse at the above address. As this will be very much nearer to your house than any other business in the neighbourhood, we think you would find it more convenient to deal with us if we could convince you that we can offer as good, if not better, service than you are at present receiving.

We do not, of course, know how satisfied you are with your present supply, but we are arranging to keep as large and varied a stock as can be obtained anywhere else in this neighbourhood, and as we have obtained these premises on a specially favourable lease, we shall be able to serve our customers at very moderate prices. Moreover, we are arranging to fix our delivery to suit the convenience of our customers, and as our shop is situated within such easy distance of your house there should be no difficulty about making special deliveries to you whenever such are necessary.

It is of course impossible for us to prove the quality of our goods unless you will be kind enough to give us an opportunity of supplying a trial order.

May we hope that you will see your way to do this? We are quite confident as to the result of such an experiment.

Awaiting your commands,

Yours obediently,

BRICKWALL & SON.

Letter where Nothing Similar in the District

April 10, 19 .

Mrs. A. Goode,
Patrick Street, Belfast.

DEAR MADAM,

If you have suffered any inconvenience through the lack of a really High-class Glass and China Warehouse in this neighbourhood you will be interested to hear that on the 1st of next month I am opening premises for that purpose, and I hope I may look forward to receiving your support.

In addition to carrying a large and varied stock of every class of china and glass, I am making special arrangements for the carrying out of repairs of all sorts by skilled workmen, as well as for the obtaining of separate pieces to match existing services. In many cases, of course, this is impossible, but I have made such arrangements with the wholesale trade that I can confidently state that I shall be able to match any piece that can possibly be matched. The stock already arranged for includes many beautiful examples, and there will be a particularly fine display of [*short paragraph to follow describing a few of the lines*].

Yours faithfully,

RICHARD FERGUSON.

Letter asking for Trial

November 10, 19 .

Mrs. Allen,
Aberdeen Crescent, Glasgow.

DEAR MADAM,

As we believe there is an opening in this neighbourhood for a High-class Laundry that shall do its work with care and with conscientiousness, we are next Monday starting a business under the name of the Highland Laundry at the above address.

We have had sufficient experience ourselves of fine linen being ruined in the wash to take a pleasure in washing all linen in the manner it deserves. With that object in view we are employing the best hand-labour we can obtain, and we are only employing machinery where it cannot possibly do damage to the finest linen. No injurious chemicals will be used at any stage of the work.

We do not know whether you are entirely satisfied with your present

arrangements, but if you feel that your work could possibly be done better than it is being done, may we ask you to give us a trial, however small?

We enclose herewith stamped addressed postcard, and we should be very grateful to you if you would allow us to do a trial wash for you. We are quite content to leave the future to the results of that experiment. In our own minds we are perfectly confident of this result.

Yours obediently,
pp. THE HIGHLAND LAUNDRY,
ELLA KNIGHT, *Manageress.*

General Letter setting out Policy of Firm

March 20, 19 .

Mrs. Huthwaite,
Devaux Place, Stratford.

MADAM,

The reliability and dependability of everything we offer will *always* be the aim and object of our endeavours.

We stand by everything we sell, and are always anxious and willing to do our utmost to meet the requirements of each individual customer.

Personal attention is given to every order, and no efforts are spared to make each transaction a recommendation in itself.

Inquiries and applications for patterns are invited from those unable to call, while to those who can make a personal visit of inspection, every possible courtesy will be extended.

The enclosed booklets are sent in the hope that they will be of interest to you, and in some slight measure illustrate our abilities to supply your requirements.

We are, Madam,
Yours faithfully,
SIMPSON & MCNEIL.

Specimen Invitation Card to Inspection of New Premises

The Directors of Messrs. Williams & Johns, Limited, request the pleasure of the Company of Mrs. ———— and friends on Monday, September the twenty-first, between 10 *a.m. and* 4 *p.m., at the formal opening of their Salons at* 27, *New High Street. The Opening Ceremony will take place at* 4 *o'clock.*

Private view, 10 *till* 4. *No sales will be allowed till* 4.30.
Light refreshments. *R.S.V.P.*

Letter giving Hint of Increased Prices later on

Henry Dempsey, Esq.
Southsea.

July 14, 19 .

DEAR SIR,

I have the honour to inform you that I shall be starting business on the 23rd of this month as a High-class Ladies' and Gentlemen's Tailor. I believe that my ten years' experience as cutter in several of the largest firms in London will enable me to supply a want that I am informed has long been felt in this neighbourhood. I shall commence business with a complete stock of the new season's cloths, and for the present my charges will only be as follows : lounge suits £2 10*s.*, morning coats £3 10*s.*, etc.

It is possible that later on my business may grow so much that I shall have to increase this price, but of course only to new customers, and all my old customers will retain the benefit of the lower price. May I hope that you will give me a trial when next you require any tailoring?

I can only say that I will do my utmost to give you satisfaction, and if you are not entirely satisfied with every detail of any work I do for you I shall not expect you to retain it at all.

Yours faithfully,
JOHN HERRICK.

LETTERS ANNOUNCING NEW MANAGEMENTS, PURCHASES OF STOCK, ETC.

SOME of the letters given under this heading can be adapted to suit the purpose of the previous section, and in the same way some of the previous letters can be used when the business is not strictly speaking new. After all, when a new management takes over a firm it is in much the same position as if the business itself were new, and the matter should certainly be made the most of, and a letter should be sent to every customer, pointing out the intentions and policy of the new management. The same thing applies when the branch of a large business is placed under new management, or even, in certain cases, when a new buyer or manager is appointed for any special department. Such matters as these also afford an excuse for writing to all the firm's lost customers, as many of these will have left through defects that the new management hope to do away with.

Letter announcing New Management

Mrs. W. Wynne,
Carmelite Street, Nottingham.

March 14, 19 .

DEAR MADAM,

On and after Thursday, 15th, the old-established business of Messrs. White & Co. will be conducted under entirely new management, but

under the same firm principles of low cost and good quality that have always characterised the firm.

In every other respect the service it can render to you will be improved. We are making arrangements to keep a much larger and more up-to-date stock, and our increased trade will enable us to offer the same high quality of article at exceptionally reasonable prices.

May we express the hope that we shall receive your encouragement in our endeavour to maintain the high reputation of the firm? We do not ask that this encouragement should take the shape of orders, we prefer to leave that to the influence of the goods themselves, but we would be greatly indebted to you if you would at your convenience call and inspect the new arrangement. We do not believe that you will regret the time spent in doing so.

Yours faithfully,
ERIC ATHOLL
JOHN ARMSTRONG } *Joint Proprietors.*

Letter to Customers announcing New Management of Firm

June 3, 19 .

Miss Jean Baxter,
High Street, Manchester.

DEAR MADAM,

As one of the valued customers of this business we feel we must at once let you know that the business is now under entirely new management, though its principles will be the same as before. We hope, moreover, that the increase in our resources will enable us to buy at better prices than has previously been the case, and to reduce the already low prices that have built up such a high reputation for the firm.

May we express our keen desire to please you in all your transactions, and our hope that you will at least give us a trial?

Yours obediently,
JOHN CHURCHILL.

New Management—Letter to Recover Old Customer

April 25, 19

Miss Horr,
Park Road, Streatham.

DEAR MADAM,

In going through the books on taking over the management of this firm we notice that a year or so ago you used to be a regular customer, but that for the last twelve months there is hardly a transaction in your name.

As we are of course quite new to the firm we do not know the reasons for the discontinuance of your patronage, but we hope you will give the new

regime a chance of proving that the conditions of the business have been improved.

Not only have we made arrangements for the purchase of a higher class of article at the lowest possible price, but we have also organised the business so that the service we render shall be in every way satisfactory.

We are now in a position to offer you better terms than any other firm in the neighbourhood, and we should very greatly appreciate an opportunity of proving this to you. Until we have the pleasure of serving you we can do no more than give you our assurance that we shall serve your objects in every way it is possible.

Yours faithfully,
For PAGET & BROWN,
V. TILLEY,
S. KELLOGG, } *Managers.*

Letter to Customers by Purchaser of Business

June 16, 19 .

V. Sacks, Esq.,
Stembridge Road, Leicester.

DEAR SIR,

I have the honour to inform you that I have just bought the old-established Chemist's and Pharmacy Business conducted for so many years by Mr. J. White. I have had many years' experience in a responsible position with Messrs. Savory & Moore, the well-known London chemists.

I shall use my best endeavours to carry on the business with the same painstaking care and skill as has been shown for so long by my predecessor.

In every respect I am enlarging the scope of the business and increasing the stock carried, and I trust I may look forward to the continuance of your patronage.

Yours faithfully,
WILLIAM NEWINGHAM.

Announcing New Management of Branch

September 13, 19 .

Mrs. Winstanley,
High Street, Norwood.

DEAR MADAM,

We beg to inform you that from next Monday our Norwood branch will be under entirely new management, and that the new manager will use every endeavour to raise still higher the standard of our service.

May we ask you to help us by letting us know if there is anything which you think could be improved? If you have ever had cause for complaint we think you will now find that the causes have been removed; but there are

some things which we can only hear from our customers, and for that reason we should much appreciate any advice you may be able to give either to us or to our new manager in person.

Yours faithfully,
MORLEY & SMITH.

Manager of closing Business continuing on his Own Account

July 29, 19 .

S. Allen, Esq.,
Savoy Street, Nottingham.

DEAR SIR,

Messrs. Smith & Sons having decided to give up their Nottingham branch, and to confine their trade to their head office, I am with their full knowledge and approval continuing the business on my own account.

In taking this opportunity of thanking you for the past support that you have given me on behalf of my firm, I am hoping that you will favour me with a continuance of your valued orders and instructions, which shall have my personal attention. I am very anxious to afford you proof that your instructions will have prompt and careful attention, and that you will be entirely satisfied with the new arrangement.

Trusting you will kindly bear me in mind,

Yours faithfully,
CHARLES W. WELLS.

Announcement of New Buyer of Department

May 13, 19 .

Mrs. Victor Hall,
Beverley Road, Taunton.

DEAR MADAM,

It is with considerable pleasure that we are able to inform you that we have secured Mr. Kenneth Johnson as buyer for our millinery department, and under his superintendence we expect that this department will attain an even higher reputation among discriminating circles.

Mr. Johnson has had many years' experience in London, Paris, and New York, and has indeed just returned from an extensive tour, visiting the manufacturers in these cities. The result of this tour will be evident to all who visit our salons during next week, when we are giving a special display of the latest models of fashionable millinery.

If you are passing and could spare the time to call we feel sure you will not regret it, as many of the new models are both striking and beautiful.

Yours faithfully,
THE WESTERN DRAPERY STORES.

LETTERS *RE* NEW DEPARTMENTS, BRANCHES, AMALGAMATION OF OTHER FIRMS, NEW AGENCIES, ETC.

LETTERS *re* new branches are very much of the same nature as those with reference to new businesses, although they are sent out aided by the great advantage that in many cases the recipient is already a customer of the firm. They should emphasise the various points in which the new branch will tend to the greater convenience of customers, and they should lay stress on the fact, if correct, that the new branch is in very close touch with the head office, or that it will carry just as large a stock as the latter. The amalgamation of two firms, both of which are to continue in business, is practically the same to all intents and purposes as the establishment of a branch. The opening of a new department is another matter where the letters should lay stress upon the increased convenience of customers; such a department is, for instance, a bargain basement or a tea-room, and neither of these should ever be opened without a letter being sent to every customer, not only for the purpose of attracting business to the actual department, but also for the strengthening of the hold of the firm upon the customers to whom the letter is sent. The same remarks apply to any new agency that may be obtained by a firm. These are really, in their essence, miniature departments, and should be treated as such.

Amalgamation of Two Firms—Both to continue in Business

August 20, 19 .

Hamilton Long, Esq.,
Grosvenor Square, Nottingham.

DEAR SIR,

Commencing with next Friday this firm and that of Messrs. Lord & Duke will be amalgamated as far as their proprietary is concerned, but the two firms will continue to carry on business in their old premises, and the only difference the change will make will lie in the greater convenience of the customers of the two firms.

The two premises will be in direct communication by private telephone, and a constant messenger service will be maintained, so that the range of goods obtainable by the customers of each of the firms will be immensely widened, while in many lines the opportunity for purchasing in greater quantities will mean a considerable reduction in the selling price of the goods. Customers having accounts with either firm will be able to make use of them at both, and arrangements are being made whereby goods only in stock at one house can be ordered from the other for immediate delivery.

The combination of the two firms will make the new concern the largest in Nottingham, and we think you will find that it will add to the great convenience of all our patrons.

Yours faithfully,
HENRY STEPHENS & SONS.

Purchase of Other Business to act as Branch

Mrs. Headfort, *August* 20, 19

South Parade, Worthing.

DEAR MADAM,

Commencing with the 1st of next month we are absorbing the business of Messrs. John Grant, Limited, of Tenbigh Road, and although the business will continue to be carried on from that address it will be considerably increased in its scope, and in the stock it will carry.

We hope you will be able to take an early opportunity of verifying this statement for yourself, as we think you will find that the business is being greatly improved.

In future the business will be conducted on the same principles that have always characterised our own business, and we should like to lay stress upon our guarantee of complete satisfaction, dating from the time when we take over the business.

We would ask you if you are ever dissatisfied with any article to bring it back, and we will at once exchange it or refund your money in full without question.

Yours faithfully,
FRANK COPSEY & SON.

Re Branch Establishment—First Notice of New Branch (impending)

Mrs. Snow, *May* 15, 19 .

Queen's Gardens, South Kensington.

DEAR MADAM,

For the convenience of our many customers in South Kensington, we are shortly opening a branch at No. 45, Queen's Road.

The premises will be opened as soon as the necessary alterations are completed, and arrangements are being made for the maintenance of a large and representative stock.

We shall take the liberty of advising you of the date of opening, and trust that we may be honoured with your commands.

Yours faithfully,
JOSEPH BARTLETT, LTD.

Re Branch Establishment—Notice of Opening—Special View

Mrs. A. Snow, *May* 22, 19 .

Queen's Gardens, South Kensington.

DEAR MADAM,

We are very glad to be able to inform you that our new branch at No. 45, Queen's Road, will be completed on Thursday next, May 29th.

The directors have decided to hold a private view of the galleries on that day, when the premises will be closed to the general public, and will not be opened for business in the ordinary course.

I have pleasure in enclosing herewith a formal invitation, and sincerely hope that we shall have the pleasure of your company. There will naturally be no suggestion of any desire for your actual orders, but arrangements have been made so that if you wish any article to be reserved for you, it can be done.

Yours faithfully,
JOSEPH BARTLETT, LTD.

(*See form of Invitation Card on Page* 9.)

Re New Branch—Explaining Special Facilities

June 6, 19 .

Mrs. Few,
Dover Road, Streatham.

DEAR MADAM,

For the convenience of many of our customers in your neighbourhood, we are to-day opening a branch at 33, Dover Road, and we believe you will find this branch a considerable convenience.

Although, of course, it is impossible to keep at these branch premises as large and as varied a stock as we are able to maintain at our head office, we are arranging to keep such a stock as we believe will be sufficient to supply all your requirements. In the event, however, of your requiring any article that is not actually in stock at the branch, we are arranging for a direct telephone communication with this office, and any orders you may place can be supplied the same day.

We think, therefore, we may safely claim that you will find it just as convenient dealing with this branch as you have in the past with our main establishment, while it is, of course, situated in a much more handy position for your access.

Yours faithfully,
GREEN & GOSS.

Announcing New Department

February 28, 19 .

Mrs. Bennett,
Mercers Road, Palmers Green, N.

DEAR MADAM,

In response to numerous requests from many of our customers we have decided to open a new department for the carrying out of interior decorations of all kinds.

We feel that this is often so closely bound up with the question of furnishing that the two problems should be considered together whenever

possible, and we feel it will be a great advantage to our customers if they can do so under such excellent conditions as will now obtain in our business.

We have secured as manager of this department, Mr. Thompson, who has for many years been connected with large West End firms specialising in this subject, and we believe that his advice may prove very useful. This advice, moreover, is absolutely at your service, even if you are not thinking of making any purchase at the moment.

A number of specimen rooms have been prepared typifying various styles of decoration, and we believe you will be interested in inspecting them simply because of their artistic nature.

May we extend you a hearty invitation to drop in when next you are passing?

Yours faithfully,
JAMES & HIGGINS.

New Department—Alternative Announcement

July 12, 19 .

Mrs. O'Brien,
Evelyn Grove, Chorley.

DEAR MADAM,

It may interest you to learn that we have just made arrangements to start a new department in this business dealing with hardware in all its branches. This department will include a very large and varied stock, and we think you will find it a great convenience to be able to order brushes, pans, leathers, and other similar household articles at the same time as you place your order for your regular groceries.

This new department will be opened on Monday next, and we shall then be in a position to supply all your requirements in this direction at exceptionally low prices. We believe you will find this department of considerable convenience, and remain,

Yours faithfully,
ALBERT GRIGGS, LTD.

Re New Department—Enlarging Premises

January 24, 19 .

Mrs. Keslake,
Poinings Road, Islington.

DEAR MADAM,

Many of our customers in the past have suggested that we should run a greengrocery department in connection with our business, and these continued requests have now led us to establish such a branch.

We have therefore enlarged our premises so as to afford ample space for this department, and we are arranging for fresh supplies of fruit and

vegetables in season to be delivered daily, and we hope we may have the pleasure of receiving your custom for this department. Our quality will be as high and our price as low as those that have always characterised our business.

Yours faithfully,
THE NORTH LONDON STORES.

Letter announcing Enlargement of Premises

November 7, 19

F. Holmes, Esq.,
Sedgemere Avenue, Croydon.

DEAR SIR,

Owing to the great increase of our business of the last few years we have just concluded arrangements for a considerable enlargement of our premises, and not only are we now able to carry a much larger and more varied stock than has previously been possible, but we are able to show it in such a manner as to render shopping with us much more convenient.

We wish to extend to you a cordial invitation to call and inspect our new galleries and to look round our greatly increased stock.

Yours faithfully,
THOMAS J. GARRETT.

Announcing Purchase of Other Firm and Removal to their Premises

March 20, 19 .

J. Munn, Esq.,
Celia Road, Cork.

DEAR SIR,

We have to inform you that the growth of our business has encouraged us to purchase the large and old-established business of Messrs. Smith & Tomkins, and from the first of next month we shall move from our present premises to the larger and more commodious ones of that firm.

This great increase in our resources will, we believe, enable us to offer you even better service than before, and we hope we may have the honour of numbering you among our first customers at the new establishment.

In the past five years we have been rendering as good service and offering as good workmanship as has lain in us, and we do not think we need mention that our policy will continue to be guided by these principles. We hope, therefore, that the increase in our business consequent upon this development will be such that we shall be able to offer you the same high quality at even lower prices.

Yours faithfully,
JACKMAN BROS.

Announcing Opening of Tea-rooms

July 24, 19

Mrs. Weatherhead,
Trinity Road, Barnet.

DEAR MADAM,

For the convenience of many of our customers we have just completed arrangements for the start of tea-rooms in connection with our establishment, where dainty meals will be served at moderate prices between the hours of 11 and 6.

We feel that the task of shopping will be rendered more pleasant if it is possible to rest for a few minutes amid congenial surroundings, and as this new department is being run not so much for profit as for the greater comfort of our clients, we have been able to fix charges at an extremely low figure.

We hope we may have the pleasure of your presence at our opening next Monday.

Yours faithfully,
MORTON & DODD.

Opening a Bargain Basement

June 20, 19

Mrs. Preston,
Tufnell Park Road, Streatham.

DEAR MADAM,

From time to time opportunities occur in our business of obtaining special bargains of manufacturers' samples and other goods at absurdly low prices, but we have hitherto refrained from making such purchases because of the difficulties consequent upon mixing such articles with our regular stock, whose quality we are so sure of that we are able to sell every article under a guarantee of absolute satisfaction.

We have, however, just made arrangements to devote our large and airy basement to these bargain lines, and we shall in future take such advantage of all these opportunities that our basement will henceforth be known as The Home of Bargains.

We have just been able to purchase a large line of , and we are able to offer these to-day in our basement at the extremely low figure of . In addition to these there are many other lines which we are offering at similarly low figures, and we hope we may have the pleasure of a call from you to inspect this new departure. As in all our other departments you are perfectly at liberty to call and look round without being in any way importuned to buy.

Yours faithfully,
J. BARBER & Co.

Sending Sample of New Agency

Mrs. Merrill, *May* 19, 19 .
Fortess Road, Bushey.

DEAR MADAM,

Hearing that Messrs. Meek, Bream & Co. were about to put on the market a new biscuit rather different from anything hitherto offered, I arranged some time ago to secure a supply as soon as it was obtainable, and I am glad to say the stock has just arrived.

I have also been able to secure a number of small sample packets, and as I think you may like to try this new brand I enclose herewith one of these packets in the hope that you will like them. The biscuit is to be very largely advertised, and there is likely to be a considerable demand for them in a few days, so that if you wish to secure a larger supply I shall be glad to know early.

Yours faithfully,
FRANK G. PORTER.

New Agency—Specially Wide Stock

Mrs. Wood, *June* 1, 19 .
Corrinne Road, N.

DEAR MADAM,

In pursuit of our constant endeavour to make our business as representative as possible we have just obtained the sole agency for Royalty Corsets, and we will for the future keep a large supply of these corsets in all qualities and in nearly all their shapes and sizes, so that we can be sure of fitting most of our customers from stock. Moreover, for any customers who take such an outsize that they cannot be fitted from stock, we have made arrangements with the manufacturers whereby we can obtain any size in the course of forty-eight hours.

This new agency will not in any way interfere with our other arrangements, and we can still serve you with any corsets you desire, if you do not wish to try the Royalty.

Yours faithfully,
DANIELS & CLEVELAND.

New Agency for Tyres

B. Kendall, Esq., *August* 8, 19
Campdale Terrace, Ashford.

DEAR SIR,

You will be glad to hear that I have just been appointed district agent for the Union Tyre Company, and that I shall henceforth be carrying a large stock of these well-known tyres.

Important as this agency is, it will not make any difference to my arrangements for stocking most of the other well-known makes, but I felt that my service, good as it always has been, was not complete while I was unable to supply these tyres to my customers.

I hope I may have the pleasure of supplying your requirements, and remain,

Yours obediently,
F. J. FORBES.

LETTERS TO NEW RESIDENTS IN THE DISTRICT

No firm employing circular letters as a means of obtaining business will neglect the new residents who are continually moving into the district. Nearly always the names of these intending residents are obtainable fairly easily, and in the great majority of cases they represent virgin soil that has so far been untouched by any rivals. At the same time it must be remembered that if the new householder is of any importance, he or she will be the recipient of a large number of letters, all designed to attract custom, and it is essential that the letter should be as strong as possible. As a rule, however, such a possible customer is sufficiently interested in her new abode to read quite a long letter, and the trader can give as many details of his services as he thinks advisable. Where the rental value is high enough, dairymen and similar traders will be well advised to send these new householders a sample consisting of a little pot of cream, and a small quantity of both fresh and salt butter.

Whenever possible, letters to new householders should be sent to them before they actually take up their new residence. If there is sufficient time one letter may be sent as soon as the name and address are obtained, and another a day or so before residence is taken up. These could also be followed up a month after, as it is quite possible that by then the householder will be dissatisfied with her present arrangements if she has made a bad choice. It is needless to say that such letters should be sent to the lady of the house whenever possible, unless, of course, the subject is one that appeals especially to men.

Letter to intending Householder

March 6, 19 .

Mrs. Jones,
Spencer Road, Finchley.

MADAM,

As you have decided to live in this neighbourhood, it is possible you may be recommended to try us, but before you decide either way, you may like to know something of how we can serve you. Firstly, if you do later on decide to deal with us we hereby promise you complete satisfaction. We

want you if ever you do not feel satisfied with anything we deliver to send it back.

Our van calls for orders in Spencer Road at about ten o'clock every morning, and if no special instructions are given goods ordered in the morning are delivered between three and five p.m. But if our man promises you a special delivery in time for lunch or by any fixed time, you will have it.

We do not think we need say anything of the quality of our goods. Your landlord, Mr. Hutchinson, has dealt with us for seven years. If you care to ask him, he will tell you about us, and we can point to many other customers who will be only too glad to say a word.

Hoping to have the honour of your custom,

Yours obediently,
F. MEEK.

Follow-up a Week before Arrival

March 13, 19 .

Mrs. Jones,
Spencer Road, Finchley.

MADAM,

As you will shortly be moving into your new house, you would greatly oblige us if you would let us know on the enclosed card whether we are to have the honour of a trial.

Our system is so carefully designed to ensure the least possible delay in collecting and delivering orders, that we like to know of any addition to a round a little in advance, so as to preserve its smooth working. Only in this way do we find it possible to make certain of our motto, "No promise broken."

If, therefore, we are to have the honour of your custom, please let us know on the enclosed card when you expect to be in the house, so that there shall be no mistake about our man calling.

Thanking you in anticipation,

Yours obediently,
F. MEEK.

Follow-up after House occupied

April 3, 19 .

Mrs. Jones,
Spencer Road, Finchley.

MADAM,

Now that you have been in your new house some time, it is just possible you may be contemplating a change in your grocery supply.

If so, may we reiterate our promises to give you satisfaction? Naturally we were sorry we were not allowed to show you what we could do, and if we

get the chance now, we shall be all the keener to prove ourselves worthy of it.

If, however, you are quite satisfied with your present supply, we apologise for troubling you, and remain,

Yours obediently,
F. MEEK.

Alternative Letter Before Arrival

June 3, 19 .

Mrs. Elliot,
Grove Road, York.

DEAR MADAM,

Knowing that you will shortly be residing in this district, we enclose herewith a copy of the little booklet we have just issued showing a few of the many lines in which we specialise. Although you may not at the moment be requiring anything in our way, we think you would be wise to bear us in mind, and when first you happen to be passing, we hope you will not hesitate to inspect some of the interesting things we have on view. It is one of the strictest rules of our establishment that no visitor should ever be importuned to buy, and you are quite welcome to spend as long as you like without in any way being expected to make a purchase.

We hope you will pardon us writing to you, but we do not think you will regret it if once you pay us a visit.

Yours obediently,
H. PIPER & SONS.

LETTERS TO HOTEL VISITORS

IN many cases it is possible to obtain the names of those visitors to the principal hotels who will be staying for a more or less extended period in the town, and when this is possible it is wise to endeavour to obtain their custom while they remain in the town, not only because of the immediate profit, but also because this class of trade may easily form the nucleus of a valuable mail-order connection. Letters to such names should, of course, be worded especially to suit the exact circumstances of each case, but as a rule they should bear in mind the fact that the visitor has a good deal of money to spend, and they should therefore feature more or less expensive lines.

Closely akin to these letters are those sent to people living in furnished apartments, although in many instances these will call for letters similar to those sent to new residents in the district.

Letter offering Ready-for-Service Clothes

May 4, 19 .

W. Poots, Esq.,
St. George Hotel, Ranelagh.

DEAR SIR,

Being informed that you are temporarily staying at the St. George Hotel, it occurs to us that you may care to take advantage of the special facilities we are able to offer in our "ready-for-service" department. Before we say anything more we would urge you not to confuse the goods we can offer in this direction with the class of clothes stigmatised by the terms "ready-made."

We claim, and we believe we are justified in our claim, that the goods we offer are indistinguishable from those you could obtain from your own tailor. Unless we can fit you as well as he can fit you by making the clothes specially to your measure, we have no wish to serve you. Unless you find the clothes you buy from us wear as well as, if not better, than those your own tailor supplies, we hope you will not hesitate to return them at our expense and let us refund your money even after you have left this neighbourhood. But we do not wish to labour the point.

We would only ask you if you are in need of clothes to spare a few minutes to drop into our shop and see what we can offer you. We enclose a little booklet showing a few of the styles, and we hope, at any rate, you will find this sufficiently interesting to reward the moments spent in its perusal.

Yours faithfully,
MONK & GLASS.

Letter featuring Mail-Order Department

June 24, 19 .

H. Brockhouse, Esq.,
Imperial Hotel, Chester Road, Dublin.

DEAR MADAM,

Visitors to Dublin who are only making a short stay, often find shopping a difficulty, because however well they are satisfied while in Dublin, they cannot obtain the same goods again.

We have made special arrangements to overcome this difficulty, and when you make a purchase at our shop your confidence in doing so is backed by the knowledge that you can always obtain the same goods again through our Mail-Order Department. These arrangements, however, go farther than this, for not only can you make further purchases of goods that please you, but you can also return to us any goods that prove unsatisfactory in use after you have left this district.

Our money-back guarantee does not apply only in this neighbourhood: it applies wherever you happen to be and wherever you take the goods you purchased from us.

We hope that we may have the pleasure of a call from you while you are in Dublin, and we hope when you do call you will allow us to register your name so as to secure to you all the advantages of this straightforward guarantee.

Yours faithfully,
FRENCH & ARNOLD.

Letter seeking Business from Lodgers with Customer

April 8, 19

Mrs. A. Corbett,
Bellwood Street, Moreton-in-Marsh.

DEAR MADAM,

Learning from Mrs. McIntosh that she has had the honour of letting you rooms, we would like to call your attention to the many advantages we can offer for the supply of your groceries.

We do not think, however, that we would be right in repeating a mere hackneyed description of the good quality we supply and the low prices we charge. Such statements coming from us must necessarily be prejudiced; all we need do is to mention that we have for the past four years served Mrs. McIntosh, to, we believe, her complete satisfaction, and if you are in doubt as to the service we can render to you we would only ask you to hear her unbiassed opinion.

We would like, however, to guarantee to you that we will do our utmost to give you satisfaction, and we hope you will put us to the test.

Yours faithfully,
HUGHES & BARRETT.

LETTERS TO CUSTOMERS THANKING FOR TRIAL ORDERS, ETC.

MOST traders pay especial attention to a first transaction from any new customer, and it is often wise to send a short letter thanking the customer for the trial, and promising the best of attention during all future transactions. From time to time also, even when a customer is buying regularly, some opportunity should be made of writing a letter, just by way of showing that the customer is receiving individual attention from the trader, and that the latter is keeping a watchful eye on the customer's interests. Customers almost always value this attention, particularly as so many firms seem to pay attention to their customers only when something goes wrong. By giving careful attention to his customers, and by keeping in touch with their requirements, the trader is often able to suggest further purchases that will appeal to them and that otherwise he would have missed.

Letter of Thanks,—Invitation to call and inspect Premises

April 26, 19 .

Mrs. Barber,
Sherbrooke Avenue, Chesterton.

DEAR MADAM,

May we take this opportunity of thanking you for the trial you have so kindly given us? We need hardly say that we shall always use our best endeavours to satisfy you, and we hope if ever you feel you have cause to complain you will not hesitate to let us know.

Meanwhile it occurs to us that you might like to call and see the actual conditions under which our work is carried out. Only by actually watching the manner in which your own linen is being washed can you appreciate the care we give to our work. You can see for yourself that no injurious chemicals are used, that hand-labour is employed wherever machine work would tend to damage the finest linen of any kind, and that we carry our motto of satisfied customers throughout every detail of our work.

May we once more mention that you are very welcome to call and see for yourself how we actually carry out your laundry?

Yours faithfully,
MAY & FRANKLIN.

Thanks for Order—Offer to send Samples of Other Goods

November 12, 19 .

A. S. Biggart, Esq.,
Church Street, Pollokshields.

DEAR SIR,

Thank you for your order with remittance received this morning, which shall have immediate attention under my personal supervision.

Enclosed with this note is receipted invoice, and will you allow me to express a hope that your wishes will be so successfully carried out that when the subject of glass or china is mentioned you will feel justified by your kind recommendation in assisting to make the Leadless Glaze Shop better known?

I don't know whether you are a lover of the Old Spode china, but I have some delightful specimens of Copeland's reproductions in dinner, tea, breakfast, dessert, and toilet sets, some of which are very beautiful. May I send you samples?

Will you suggest how I can be of further service to you? I can, and will, if you give me the opportunity.

Yours faithfully,
CRAIG WALTER.

Letter by Tailor to Customer at New Year

December 31st, 19

Henry Rowe, Esq.,
Partick Gardens, Glasgow.

DEAR SIR,

Because the spirit of Christmas has not yet left us, and because the New Year bells have just rung out their message of hopefulness, we should like, if we may be permitted to do so, to wish you the time-honoured wish—A Prosperous New Year.

We have appreciated in the past the pleasure of serving you, and we hope in the year that now commences to have the privilege of still further serving you.

We have so many good friends among our patrons—friends who are often passing along the word of recommendation—that we feel sure they will accept our wishes in the spirit in which they are sent: as a glad "thank you" for their custom, and a reminder of good service ready to be extended to them in the coming year.

Will you accept this letter in just that sense?

Yours faithfully,
JOHN OGSTON & SONS.

Letter to Customer *re* Ladies' Costumes

September 28, 19

Mrs. Seppings,
Edgcliffe, Southend.

MADAM,

The new season's styles are, more than ever, specially suitable for tailor-made garments.

A copy of our latest booklet is enclosed, wherein will be found illustrations of several attractive models in which we are specialising.

There are, of course, many others which space forbids us to show, but of which we should be glad to show you special illustrations, and also patterns of material.

You are doubtless aware that our specialty is a three-guinea coat and skirt, and we have for that sum some very suitable materials for the approaching autumn and winter weather.

At other prices we have equally desirable costumes in a number of really high-grade quality coatings.

Winter coats too, and coats in the rainproof Raglan style, at quite inexpensive charges.

We would express our appreciation and thanks for past business, and would ask if we may not again have the pleasure of sending you our newest patterns.

Yours faithfully,
ESSEX & Co.

LETTERS RECOVERING OLD CUSTOMERS

One of the most important uses to which form letters can be put is the endeavour to recover old customers whose patronage has for some reason been removed from the firm. Such old customers can be divided into two classes, the first consisting of customers who have removed their patronage owing to some specific complaint which they have mentioned at the time. Letters to this class must be written especially for each individual case, having regard to the reason why the customer was lost, and should point out in detail that the service of the firm has been so improved as to avoid any recurrence of that specific trouble. For these reasons it is very wise to keep a record of all customers who are lost, including particulars of the reasons for the closing of the account.

The second, and by far the larger, class consists of customers whose business has been lost, not through any special dispute, but simply from sheer forgetfulness of the customer to come and order. Letters to this large class can be written more generally, and should mention how sorry the trader is to lose the custom and how anxious he is to obtain a further trial. They should point out that the only hope of the firm is to please its customers, and it is often very effective to request that even if another trial cannot be given, the erstwhile customer should tell the reason why he removed his patronage.

One of the most effective of all plans for inducing immediate replies to such letters is to make some special bargain offer that is only held out to old customers. Some remarkable results have been achieved by such letters. One letter, for instance, similar to that given below, offering three 4*s.* 6*d.* shirts for 10*s.* 6*d.*, was sent out by a large firm of London hosiers to a list of customers who had not bought for two years. In spite of the fact that these old customers had received several previous communications asking for a further trial, the letter brought 19 per cent. of orders—under the circumstances a very remarkable result—which shows the great value of a distinctive letter containing a clear incentive to immediate action.

Letter to Customer who has not Bought after Trial Order

July 8, 19

Miss M. Reid,
Pier Road, Aberdeen.

Madam,

I regret that I have not been entrusted with your commands since I had the pleasure of filling an order for you on May 11.

It is possible that you are well satisfied with your present supply of groceries, and if that is so I can only apologise for taking up your time. If, however, it should be the case that the goods supplied from my establishment did not satisfy you, I would much welcome the opportunity of removing your cause for complaint. As my business is being built up solely on the good will

of my patrons, I appreciate too greatly the value of your custom not to make every effort to rectify the slightest ground for complaint.

I shall be at all times anxious to have another opportunity of serving you.

I am, Madam,
Your obedient servant,
JAMES DANE.

Letter to Old Customer mentioning New Developments

February 24, 19

D. C. Watson, Esq.,
King's Crescent, Erith.

DEAR SIR,

I am sorry to notice from my books that we have not for some time had the pleasure of serving you in any way.

I sincerely hope that this was not caused by any incivility or unsatisfactory service on our part, but if this was the case, I hope you will do me a personal favour by letting me know in what it lay. You will appreciate that it is very difficult for me to correct such errors unless customers are kind enough to inform me personally of them. It is, of course, my aim never to offend a customer, and for that reason I shall be all the more grateful if you will give me the opportunity of remedying any complaint you may have had.

If, however, circumstances apart from our business caused us to lose your custom, it may interest you to know that we have, since you last called, considerably increased the scope of our business, and we are now keeping in stock a much wider selection of the latest styles. We have also been able to reorganise our purchasing arrangements, so that we are often in a position to offer special bargains in many of our lines.

Trusting we may have the honour of serving you once more,

I remain,
Yours obediently,
JOSEPH BARNES.

Letter to Old Customers making Special Offer

April 10, 19

Walter Bull, Esq.,
Grove Street, Leicester.

DEAR SIR,

I have a personal reason for asking you to read this letter carefully. It conveys to you an offer of three 4*s.* 6*d.* shirts for 10*s.* 6*d.*, and tells why it is made.

Our shirt buyer has just secured a special line of shirtings to be made up and sold at 4*s.* 6*d.* each. When I saw this line I realised its special merit,

and obtained permission to reserve the whole batch—there are about 250—in order to make this special offer to you.

Here is my offer and the reason for it. We will send you three of these shirts for 10*s.* 6*d.*—or any number you may select at 3*s.* 6*d.* each. On hearing from you on the enclosed card, I will at once send you a pattern bunch, and you may make your own selection. This offer is made to you because some little time ago we had an order from you, but I cannot trace any recent transaction.

Now, as manager of the Mail-Order Department, I not unnaturally feel that I should like you to become a customer for some of our other goods, and that is why I have secured these shirts to offer exclusively to our old customers. I take some little pride in the fact that nearly every man who has once bought from me through our Mail-Order Department buys again. I am not offering these shirts broadcast; I have reserved them for a selected few who I feel sure will appreciate them.

Remembering your previous purchase, I put your name on that selected list. There are only 250 of these shirts, and they will soon be snapped up. May I send along that pattern bunch?

Yours faithfully,
For HENRY BROS.,
H. SUTCLIFFE, *Assistant Manager.*

Alternative Letter to Old Customer

September 4, 19

W. E. Chaplin, Esq.,
"*Ochiltree*," *Wednesfield, Wolverhampton.*

DEAR SIR,

During the last few days I have had a careful examination made of our books so as to find out just how many of our customers have been dealing with us steadily for five years or more. In doing this I also had a list made of those customers who had not ordered anything from us for twelve months or more.

I am glad to say there are not many of these, but I greatly regret to notice that your name figures on this list. Would it be imposing upon your kindness to ask you what led to your ceasing your patronage with us? I can remember no occasion when you complained to us about our unsatisfactory service, but if we have ever offended you in any way, and you did not trouble to complain, I should appreciate it as a great favour if you would give us another chance, and at the same time let us know in what respect it was that we failed to please you. Nothing is so strong a feature of our policy as our desire invariably to please our customers, and for that reason there is no complaint from our customers that we are not perfectly willing to adjust to their satisfaction.

May we hope that you will be able to give us another trial?

Yours faithfully,
ALBERT CHALLIS.

Simple Reminder to "Dead" Customers

October 5, 19

W. R. G. Telling, Esq.,
Stockwell Road, Wimbledon.

DEAR SIR,

Looking over our books we find, much to our regret, that we have not had the pleasure of receiving any orders from you for some time. We therefore take the liberty of reminding you that we are still doing business at the old stand, where we have enlarged and improved our facilities for turning out good work in all our branches. Should there be any cause for your having withdrawn your patronage, we hope you will give us an opportunity of removing it.

Trusting that the pleasant relations existing between us in the past may once again be revived,

Yours faithfully,
McGREGOR BROS.

Letter by well-known London Stores to Old Customers

March 6, 19

Mrs. C. N. Smith,
Gap Road, Brixton, S.W.

MADAM,

It is the constant endeavour of our house to retain the custom of ladies who have once dealt with us, and we do not allow progress, however rapid, nor the increase of new customers, however satisfactory, to induce us to overlook the loss of orders from an old customer.

Noticing that we have not recently been honoured with your commands, we should be glad to know if we are in any way at fault, and to assure you of the most careful attention to any future orders you may give us.

We have just sent you a copy of our new Spring book, and now beg to remind you that all our departments are ready with their new stocks, and also with their full collection of Paris and our own original models.

Trusting to be honoured with a visit or an inquiry by post,

We are, Madam,
Your obedient servants,
SMITH & WELCH.

New Year Letter to Customers who have not Bought for Twelve Months

January 15, 19

Mrs. G. J. Welch,
Broadfield Road, Barnsley.

MADAM,

As we have not received the favour of your esteemed orders for the past twelve months, may I inquire if this is due to any failing on our part?

I presume to make this inquiry as I am most anxious to continue the friendly business relationship that has hitherto existed between us.

Our January Stocktaking Sale will open next Monday, and many unprecedented bargains are illustrated in our sale catalogue, and I shall be most happy to receive your instructions to forward a copy. May I do so?

Assuring you always of every attention,

I remain, Madam,
Yours obediently,
THOMAS AVERY.

Follow-up to First Letter to Old Customers

August 21, 19 .

M. Waterhouse, Esq.,
New Road, Hounslow.

DEAR SIR,

When we wrote you a month or two ago we ventured to remind you that we are still doing business at the old stand, and that we are in a position to do even better work for you than we could in the days when you last patronised us. We thought then that you had ceased to honour us with your custom through some outside circumstances.

It now occurs to us that perhaps we may inadvertently have given you cause for offence; something we may have done perhaps displeased you; our service may not have been as good as we have always tried to make it. If that is so will you give us the opportunity to prove that we are capable of better things?

We do not wish to lose a customer such as yourself without lifting a hand to prevent it, and if there is any way in which we could make redress for our past failing, we are only too anxious to do so. It is for you to give us the opportunity, but the very fact that we have been in danger of losing your custom should assure you that you need have no fear of such a thing happening again.

Is that assurance sufficient to induce you to give us another chance?

Yours obediently,
GAMBLE & MUSPRATT.

Final Letter to Old Customer

September 4, 19

Mrs. Woolhouse,
Inwood Road, Leicester.

DEAR MADAM,

A few months ago I took the liberty of writing to you expressing our regret that we had not been honoured by your custom for some time past. As far as I can trace we are still in the same unfortunate position, and although I hope you will not be offended at my importunity I cannot let the matter drop without writing to you again.

It is such a rare thing for us to lose a customer, that when it does happen we feel there must be something radically wrong, and when such is the case it is obviously of the greatest importance to us that we should learn in what direction it lies.

Would it therefore be a liberty if I asked you to do us the honour of letting us know if anything we have done has caused us to lose your business? We value your custom much too highly to allow it to pass through any misunderstanding, and if there is any respect in which our service has failed you, whether as regards delivery or the quality or price of any goods with which we have supplied you, we only wait for the opportunity to prove to you that we can do better if you will only give us a chance.

If this letter worries you please let me know, but we cannot idly sit still and allow our business to lose the advantage of your custom.

Yours obediently,
S. ASHTON.

Letter to Old Customer—About whom there is Doubt

March 21, 19

Wm. Davis, Esq.,
Stafford Road, Kilburn, N.W.

DEAR SIR,

As one of those who know us and the features of our tailoring service, it is we know quite unnecessary to talk to you about our work.

Yet at the same time we should very highly appreciate a renewal of your business, for we are better able now than we ever were, intelligently and courteously to give our attention to your instructions.

In the hope of seeing you again in the very near future, we are enclosing our booklet just as a reminder.

Yours obediently,
WALLS & DODDS.

Letter to Old Customer seeking more Business

March 8, 19 .

F. Weatherhead,
Mortlake Gardens, Harrow.

Dear Sir,

Accompanying this letter is a booklet which suggests the coming styles for the spring and summer.

The patterns we have now ready are really worth seeing, and as one of our regular customers we should like you to have an early choice.

When you are near, will you look in and see them, or may we send some on to you for selection in your own home?

Qualities are extra good this year, and prices are as reasonable as ours always are.

May we express our appreciation and thanks for the patronage you have afforded us in the past?

Your continued custom shall merit the confidence you place in us.

Yours faithfully,
Walls & Dodd.

LETTERS *RE* SPECIAL FACILITIES FOR DELIVERY—TELEPHONE ORDERS, ETC.

In pursuance of the policy of keeping in continual touch with one's customers, no improvements in the services offered should be allowed to take place without the despatch of special letters to customers, pointing out the change. It is surprising how many retailers make quite radical changes in their service without making the slightest attempt to inform their customers of the improvement. They forget that the customer is not in a position to know that such improvements take place, unless the retailer informs them himself, for the effect of such changes is not always noticeable at once. Even if the customer in the end appreciates that her goods are delivered more quickly, she will appreciate it much more keenly if she is informed that the service has been specially improved to ensure a more rapid delivery. For the same reason, any special arrangements for the rapid delivery of telephone orders should form the subject of a special letter. The purchase of a number of motor vans, special arrangements for the immediate despatch of orders sent by letter, and the free storage of furs are all suitable excuses for such letters, emphasising the idea that the trader's continual aim is to improve the service he can offer his customers.

Letter *re* Special Deliveries

June 21, 19 .

Mrs. J. Marshall,
Mason Terrace, Harrogate.

MADAM,

You may be interested to hear that we have just made arrangements whereby our customers in your road can obtain special deliveries of any groceries urgently required for any purpose. Thus, when our man calls for orders in the morning, you can, if you wish, have the goods delivered before lunch *certain.*

This is only one of the advantages we offer our customers, and we hope that some day—if ever you are dissatisfied with your present supply—we may have the chance of showing you the others.

Yours obediently,
BEALE & NORRIS.

Letter *re* Special Telephone Orders

July 25, 19 .

Mrs. C. D. Turnbull,
Albert Terrace, Herne Bay.

DEAR MADAM,

As you must at times wish to order by telephone goods which you require without delay, you will be interested to hear that we have made arrangements whereby we can despatch at once all telephone orders. Such orders have to be paid for by cash on delivery, but this does not apply where customers hold a regular account with us.

We think you will find this an advantage, as in most cases we shall be able to deliver the goods ordered within an hour, or at the most two hours, of the receipt of the telephone message.

We are, Madam,
Yours obediently,
MORTON & ASHWELL.

Letter *re* Increased Delivery Service

October 29, 19 .

Mrs. H. Watson,
Jarron Street, Bolton.

DEAR MADAM,

It may interest you to hear that, commencing with next Monday, we are arranging a more regular and more frequent delivery service, so that if you have ever had occasion in the past to complain of any delay, we hope you will never have to complain again.

We would point out that this increase in delivery is but one of many ways in which we are endeavouring to make our service as nearly perfect as is humanly possible. We are already able, we believe, to offer you better goods at lower prices than you have been able to obtain elsewhere, and we need hardly inform you that we intend to continue this policy.

We would ask you, therefore, to lend us your valuable assistance in achieving our object, because nothing can be so helpful to us as the suggestions of those whom we are trying to serve. If, for instance, you still find, when we have carried into effect our increased deliveries, that some point is unsatisfactory, we hope you will tell us.

Still, as we have said before, we do not think you will be able to complain.

Yours obediently,
J. & H. FORD, LIMITED.

Start of Motor Vans

November 21, 19

Mrs. F. Scarborough,
Mawdsley Street, Leicester

DEAR MADAM,

The increase in our business during the last few years has been so great that our present system of delivery has at times been overtaxed, and we are afraid you may sometimes have had cause to complain of delay in the delivery of some of your purchases.

If this is so, we think you will be pleased to hear that on the 1st of next month a special fleet of ten motor delivery vans will start running, and we believe this remarkable departure will enable us in every case to deliver your orders in less than one-sixth the time that has previously been required.

We feel this is an innovation which should prove a tremendous boon to our many customers, and we hope we may have an early opportunity of seeing just how quickly we can serve you.

Yours obediently,
ROBINSON & CLARK.

Direct Delivery of Special Orders

December 4, 19

Miss R. F. Ebbetts,
Hungerford Road, Shepherd's Bush, W.

DEAR MADAM,

Although we keep an exceptionally large and complete stock of all classes of goods, there are, of course, occasions when an article cannot be supplied from stock, and has to be obtained from the manufacturers.

Such occasions have unfortunately always caused a certain amount of delay, and we think you will be pleased to hear that we have made arrange-

ments whereby in future such goods will be despatched direct from the manufacturers to our customers, an arrangement that should have the effect of saving a great deal of time in what are often urgent cases.

We only mention this to you as an example of the way in which we are always trying to improve our service. We recognise that the best advertisement we can have is a satisfied customer, and when we are sure of that in every case we shall rest from our labours—but not till then.

Yours faithfully,
GROVE & DANIELS.

Special Arrangements for Letter Orders

May 22, 19 .

Mrs. F. Brickwell,
Oakland Avenue, Westminster, S.W.

DEAR MADAM,

In the pressure of a business such as ours orders received by post sometimes do not receive such attention as an order delivered in person, and although we have always endeavoured to avoid this temporary neglect of letter orders, we are afraid at times that our system may have failed to some extent.

We have, however, now made arrangements which absolutely prevent any recurrence of this trouble, and we now promise all our customers that letters received by the first post every morning will receive immediate attention, and any goods ordered in them will be despatched to our customers by the first delivery.

We think this is an advantage that may appeal to you.

Yours faithfully,
HIND & REGNARD.

Letter *re* Free Storage of Furs

April 10, 19

Mrs. Carter,
"*Edina*," *Edridge Road, Streatham.*

DEAR MADAM,

You do not often get an offer of service which costs you nothing, but we are making you such an offer now, and we shall be only too delighted if you will accept it.

We know this service is needed as so many of our customers have asked us how they can best protect their furs during the summer months, when the ravages of moth are so severe.

Naturally we have special cold storage facilities that ensure the absolute protection of all our furs, and we extend to you the offer to look after your furs throughout the summer.

We will make no charge for this. All we should ask you to pay is the very nominal insurance premium against loss by fire or burglary, and this, of course, is simply for your own protection.

Naturally we can only grant this privilege to our customers, as the cost of storage with such a large stock as ours is a considerable item in our expenses, but we make this offer in order that we may prove of the utmost service to our customers, and thereby show our appreciation of their valued patronage.

We hope you will be able to avail yourself of it, and remain,

Yours faithfully,
HOPE & LASLETT.

P.S.—Just at the moment we have an exceptionally fine stock of furs which have remained on our hands owing to the mildness of the winter. If you would like an opportunity of buying good furs at almost half their real value, you would be wise to inspect our stock now. In such cases we shall be glad to stock the furs without even the small insurance charge.

Letter announcing Change of Telephone Number

January, 1, 19 .

R. Smith, Esq.,
High Street, Watford.

DEAR SIR,

Don't ring up 4032 Central.

Since writing you last month our telephone number has been altered to Gerrard 6870.

Will you make a note of it, or keep this letter by you?

By the way, Sir, there is a New Year resolution which it would profit you to make to-day.

Resolve to give our tailoring service a trial during 19 —and act on the resolution to-day—New Year's Day, by sending a post-card for patterns, without any obligation to purchase.

Yours faithfully,
DUDLEY HENRY.

Letter to Old Customer *re* Change of Telephone Number

January 1, 19 .

A. Weir, Esq.,
John Street, Tottenham.

DEAR SIR,

Just a line to express our personal appreciation of your custom during the past year, and if you will permit us, to extend to you our good wishes for the New Year which starts to-day.

Also to acquaint you of a change in our telephone number—from Central 4032 to Gerrard 6870.

Will you note it down for future reference?

We look forward with pleasure to seeing you again before very long.

Yours faithfully,

DUDLEY HENRY.

Letter *re* Special Roasting of Coffee

November 24, 19 .

Mrs. Wells,
Ilford Road, E.

MADAM,

You would appreciate a cup of coffee prepared just as you drink it in the best restaurants on the Continent.

Such coffee is delicious, but it is generally supposed that it cannot be made in England, that it costs more and that it calls for much trouble.

As a matter of fact the most delicious coffee can be made here just as well as abroad. It is a mere question of details, and it is my object to show you how such coffee can be obtained without extra cost or extra trouble.

To obtain the full and *savoury* flavour it is necessary to use only carefully selected berries, and to roast them immediately before using. If coffee is roasted and kept for any length of time, it rapidly deteriorates and loses flavour.

In order to avoid this you may purchase the berries and I will roast them as required, or, as I roast berries daily, you may purchase the freshly roasted and ground coffee in packet form. This ensures the coffee reaching your table pure, and retaining to the fullest extent its natural flavour and stimulating properties.

When you try the fresh-roasted berries as per recipe enclosed, you will realise how simple it is to make and enjoy the best coffee—so different from the usual so-called "coffee."

Of course the coffee berries must be good, and I stock a splendid selection in four grades—*2s.*, *1s. 8d.*, *1s. 6d.*, and *1s. 4d.* per lb.

Will you kindly favour me with a trial order? A postcard is enclosed for your convenience. Deliveries are made daily in this district, and you may rely upon receiving courteous and prompt attention.

Thanking you in anticipation,

I am, Madam,
Yours obediently,
THOMAS HUMPHRIES.

Letter offering Special Insurance of China

May 8, 19 .

Mrs. King,
Station Road, Luton.

DEAR MADAM,

May we bring to your notice an original scheme which we hope will prove interesting?—A scheme which contemplates the insuring for one year of your china, including breakfast, dinner, or tea services and toilet sets.

From our very large stock, which is marked at "Luton's lowest prices—always," we will undertake to replace at half-price any portion of a china service bought from us (other than antiques) which may be broken within a period of twelve months from the date of purchase.

We make this extraordinary offer for the purpose of introducing to a greater number our very excellent china department. We believe that never before has a similar offer been made, and we hope that you will take advantage of its unique opportunities. Under any circumstances, we shall be delighted to show you the very charming range of patterns which our stock contains, without the slightest obligation to purchase.

Yours faithfully,
The China Stores, Ltd.

LETTERS MAKING THE BEST OF BAD LOCATION, ETC.

THE trader whose premises are situated in a side-street, or whose building is an unpretentious one, is very apt to think that he cannot extend his business by letter or by advertisement, because of the unpretentious character of his store. Such a man fails to realise that that very fact provides him with what is on the face of it an excellent argument for obtaining customers. The few letters following will show how these arguments can be used.

It is, however, necessary not to press it too far, nor to argue the point too strenuously, because the argument is certainly not unanswerable. If a letter making such a point too strenuously be sent, the recipient may argue the matter out in his own mind, and quite likely realise its vulnerability.

At the same time, if the business suffers from disadvantages in the way of the location of its premises, it is certainly much wiser to turn its disadvantages into positive advantages than quietly to allow them to militate against the success of the business. There is a quite natural liking on the part of the public for big and pretentious premises, and unless the less fortunately equipped firm makes a merit out of its misfortunes, the difficulty is sure to increase as time goes on.

Letter making best of Bad Location

May 6, 19

Mrs. E. Craig,
Fore Street, Southampton.

DEAR MADAM,

It occurs to us that the reason why we have not so far had the honour of serving you is that our premises are situated a little out of the way of the other high-class establishments in this neighbourhood.

May we suggest that this is not a disadvantage to you, but a positive advantage? The price a retailer has to charge his customers must cover not only his profit, but his working expenses, and the greatest of all a retailer's working expenses is his rent.

We chose our premises with this in mind, because although their situation is a little less convenient for you, the rent is much lower than it would be elsewhere. As a consequence, we can fix our prices at a lower figure because each sale has to bear a smaller overhead charge than would be the case if we were situated in what is perhaps a busier thoroughfare. For the same reason it is pleasanter to shop with us, because our premises are not so crowded as they might be if they were in a situation that attracted casual passers-by who have no intention of purchasing.

At the same time, once we get a customer we keep her, because she realises that it is worth while walking a few yards out of the busy streets if by doing so she can obtain better value at lower cost. We believe you would realise this also.

Yours faithfully,
HIGGINS & BROWN.

Letter making best of Poor Premises

A. Morris, Esq., *August* 8, 19
"*Cahill*," *Wood Street, St. Austell.*

DEAR SIR,

Your principal concern in making any purchase is the value you are getting for your money, not, we take it, the beauty of the premises which your money helps to maintain. Nor should it be the amount of rent paid for those premises.

In fact, one of the reasons we can offer you such good value is that our premises are not so luxurious nor the rent so excessive as to make us charge an inflated price to our customers.

But if you want good service, good value, and the best quality at the lowest possible prices, we can serve you as we believe no one else in the neighbourhood can. If such service is of interest to you, may we have the pleasure of a call?

Yours faithfully,
ALFRED JOHNSTON & Co.

Letter sent out by Tailors

March 13, 19

G. Dodd, Esq.,
Wallington.

DEAR Sir,

You, as a business man, will appreciate our argument—which is, that we, tailors occupying first-floor premises, can afford to give higher value than can the man who rents ground-floor premises and has to pay for expensive window space.

It's quite a logical deduction this, for we can afford to put better material and workmanship into our suits than we could otherwise do.

Not only *can* we do so, but we *do* do so, and we want you to let us send you patterns of our new Summer materials, so that you can select one and then prove our assertion by giving us your order.

For three guineas we can make a lounge suit that will be comfortable, wear well, and look well; and for three guineas and a half, four and five guineas, we can give the best quality cloth it is possible to obtain.

The accompanying postcard dropped in the nearest pillar-box will bring you patterns. The number marked will tell us who sent it, so you needn't bother to sign it, and needn't even stamp it; all we want you to do is to drop it in the pillar-box—the first one you come to, please.

Yours faithfully,
STANLEY JONES & Co.

Follow-up to last Letter

April 18, 19 .

G. Dodd, Esq.,
Wallington.

DEAR SIR,

You received from us a short time ago a small leaflet concerning our business, and a personal letter.

There's a reason behind everything, and why we can offer you better quality goods at lower prices than most tailors, is because we do our own work and are content with fair and reasonable profits. We have no heavy establishment charges, as have those tailors who occupy ground-floor premises at extravagant rents, and our business is conducted on economical lines, to the advantage of those who deal with us.

All the money these things would cost are put into the goods we sell, and our business is built on the recommendation of satisfied customers. Summer will soon be with us, and now that our new patterns are ready, why not give us a trial order?

May we send you our illustrated booklet?

Yours very truly,
STANLEY JONES & Co.

Letter pointing out Advantages of Small Shop

June 24, 19

John Bain, Esq.,
The Highlands, Holloway.

DEAR SIR,

We are in quite a small way of business. We have no vast shop and large staff of assistants, for which you would have to pay.

On the other hand, every penny that is saved in this fashion goes into quality, and you get the benefit of the reduction.

Our compactness enables us to offer you a personal attention you cannot get elsewhere.

May we ask you to come and see how closely we shall endeavour to identify ourselves with your interests?

Yours faithfully,
WILLIAM BULL & SON.

Another Letter pointing out Small Shop's Advantages

June 24, 19

John Bain, Esq.,
The Highlands, Holloway.

DEAR SIR,

The ordinary tailor in the suburbs is a man who is looked askance at by the man who has the advantage of getting up to the City—and generally with reason. His fault is that he lays in too large a stock at the beginning of the season and his patterns are, therefore, always stale.

We are a small firm; we only keep a small stock; but that stock is fresh, and you get the benefit of the freshness.

Yours faithfully,
WILLIAM BULL & SON.

LETTERS *RE* FIRES AND OTHER ACCIDENTS

UNWELCOME as they are, fires and other calamities offer quite unusual opportunities for conveying to the public an impression of energy and enterprise. When only partial damage has been done and business can continue in the same premises without interruption, one of the first duties of the retailer should be to send a letter out to all his customers assuring them that the business is still continuing, and that even so great a misfortune as a fire is not sufficient seriously to interfere with the business of the firm. The despatch of such a letter a few hours after a fire cannot fail to have a most satisfactory effect, and letters should also be sent to a list of non-customers of the firm.

In the case of a total fire the matter may not be so easy, but if it is the

intention to resume business in temporary premises, no time should be lost in informing customers of that fact. Otherwise there is a great danger that their custom may go elsewhere before the new premises are opened.

Letters about fires and other accidents may be somewhat informal in their wording, and should be optimistic in spirit, so as to convey the idea that the firm is in no way down-hearted, even in the face of such a calamity.

Alternative Letter *re* Fire, etc.

March 24, 19 .

Mrs. C. F. Hunt,
Gunnersbury Avenue, Belvedere.

DEAR MADAM,

You will be glad to hear that the unfortunate fire which occurred at our premises yesterday has not been as serious as was expected. The damage, of course, was great, but not so great as to cripple the business. Our biggest asset is not the actual wares we stock, but the good will of our customers—something that the severest fire cannot harm.

Our shop does not at the moment look attractive, and it will not do so until the repairs are made and the place redecorated, but the bargains are certainly attractive, and the premises are quite fit for the conduct of business.

All the stock that was damaged will be replaced to-morrow by a rush order from the manufacturers, and we are already offering a large slightly damaged stock at very great reductions. Some of these goods show but the slightest signs of damage by smoke or water, and the reductions are out of all proportion, but this is necessary, because you will realise that the destruction of a portion of our premises makes the remaining space of the greatest value, and we must clear all these damaged goods within a week if possible.

We hope, therefore, you will be able to take advantage of these bargains; but if you wish to do so we would remind you that an early call will be necessary.

Yours faithfully,
HORNE & WHITBY.

Announcing closing for a Week through Fire

April 12, 19 .

Mrs. W. Hartley,
Cromwell Road, Marsh.

DEAR MADAM,

We are sorry to have to inform you that owing to a serious fire at our premises last night we shall not be able to open for business for the next week.

Our regular premises will indeed not be ready for some time, as the fire has

caused serious damage. We are, however, arranging for the immediate re-erection of temporary premises, and we hope after a week's time to be able to resume business, when in addition to a large stock of slightly soiled goods at very great reductions, we shall have obtained as complete a stock as possible in all our departments.

Although the temporary premises will not be as spacious nor as handsome as our permanent home, we hope you will still be able to do business with us with comfort and economy.

Yours faithfully,
ARCHER & WEBBER.

Letter announcing Temporary Premises

November 8, 19 .

Mrs. C. P. Ansell,
"*Holmwood*," *Horsa Road, Ealing, W.*

DEAR MADAM,

We hope you have suffered no inconvenience through the temporary closing of our business owing to the disastrous fire of last Monday night. We hasten to tell you that we have just made arrangements to take over as temporary premises the large establishment at present standing idle and till recently kept by Messrs. Brown & Co.

We are already receiving the first delivery of stock, and we shall be able to open these premises for business on Monday next.

Although we will, of course, not be able to offer you quite such convenient surroundings as at our regular premises, the quality of our goods, the promptness of our service, and the sureness of our delivery will all be the same, and we hope we may look forward to all your custom that we should have received in the ordinary course had nothing untoward happened.

Next Monday at nine o'clock, then, we shall once more be able and willing to serve you.

Yours faithfully,
JOHN FREEMAN & SON.

Letter after Accident to Premises

July 15, 19

Miss E. S. Nunn,
Rose Hill, Teddington.

DEAR MADAM,

Although the recent accident to our premises may not have improved their appearance, it has not made the slightest difference to the goods we have to offer or to the comfort with which we can serve you. Business continues during the rebuilding precisely as it did before the accident.

There is one exception. For space is so valuable to us at the present

moment that we are clearing out a number of our lines at wonderful reductions. These lines include [*paragraph here giving few details*].

May we have the privilege of proving that we can serve you to your perfect satisfaction even in adverse circumstances?

Yours faithfully,
SILVESTER & JOSEPH.

LETTERS CANCELLING AND REFUSING TO CANCEL ORDERS

LETTERS dealing with these subjects are, of course, merely a matter of ordinary business routine, but a strict regulation should be laid down that whenever possible, even where it entails a slight loss, a customer's wishes in the matter of cancelling an order must be observed. At the same time this will sometimes be impossible, and in such cases the letter must be written with the greatest tact, although at the same time with sufficient firmness to prevent the recipient thinking that there is a chance of the decision being reversed if she insists. The letter should as far as possible be worded from the point of view of the customer, and should avoid any suggestion, however slight, that the firm cannot afford to lose the order for the sake of the profit upon it.

Goods Returned—Credit Note Sent

June 20, 19 .

Mrs. Oakey,
Warrender Road, Margate.

DEAR MADAM,

We are obliged for your favour to hand this morning enclosing the attaché case which you wish to return. We regret that you should not have found this suit your purpose, and we are of course quite willing to take it back.

Enclosed herewith you will find credit note for 15*s.* 9*d.*, which we have credited to your account. We should be glad if you would produce this credit note when making your next purchase, as this will facilitate easy reference.

As we have opened an account in your name for the purpose of this credit, may we take this opportunity of suggesting that you open a regular account with us? We believe you would find such an account very convenient in your shopping, and it much simplifies telephone or postal orders.

Yours faithfully,
KINGSTON & SON.

Goods Returned in Damaged Condition

August 5, 19 .

Mrs. MacLeod,
Oak Street, Finsbury Park, N.

DEAR MADAM,

We are much obliged for your favour of yesterday's date, and note that you wish us to take back the attaché cases purchased from us on Saturday last.

We regret, however, to notice that the articles have suffered some damage, apparently in transit. This is very unfortunate, as it would of course be quite impossible for us to sell them as new in their damaged state, and we are afraid, therefore, that we shall not be able to take them back as you suggest. They were unpacked by our Mr. Robinson in person, and the damage cannot have occurred at our end.

We accordingly are returning the attaché cases under separate cover, and remain,

Yours faithfully,
JONES & JONES.

Regret Countermand received Too Late

April 16, 19

Mrs. Hayson,
Mill Grove, Raynes Park.

DEAR MADAM,

We are sorry to have to inform you that we find it is impossible to cancel your order for six yards of blue poplin as the order had been sent through to the manufacturers, and we find the material has already been cut. We greatly regret that your countermand was received just too late. We at once wired to the manufacturers, but we hear this morning that they had filled the order.

As there is very little demand for this material in small quantities, we are afraid we cannot arrange to add it to our own stock.

We are, yours obediently,
DAY & MARTIN.

LETTERS RECTIFYING WRONG QUOTATIONS AND OTHER MISTAKES, ASKING FOR FURTHER PARTICULARS, EXPLAINING DELAYS, ETC.

OCCASIONS are constantly arising in the course of every business when through some mistake, either on the part of the firm or of the customer, it is necessary to obtain further particulars as to the details of some special order. Prices

quoted as approximate have to be increased; goods cannot be supplied in the exact size, or delivered at the time promised. All such occasions require very carefully worded letters, and the correspondent must always endeavour to look at the matter from the point of view of the customer. He must try to realise the customer's objections, and tactfully answer them before they are raised; and although care must be taken to avoid such letters being too humble, they must always be apologetic in tone. Most important, however, is it that they should try and view the matter in such a light that the customer will appreciate that it is for his own good that the letter is being sent, and that although the order might have been placed without any reference to him the firm is unwilling to risk any dissatisfaction on the part of the customer. A tactless letter can easily cause dissatisfaction, and even end in custom being lost, but a carefully worded letter will only impress the customer with the idea that it is the constant desire of the firm to make sure of pleasing its customers. A letter with reference to increased quotations should extend the suggestion that though the increase in price may be slight, the firm never likes to risk an overcharge without consulting the customer.

Rectifying Quotation—Request for Authorisation to increase Price

October 19, 19 .

Mrs. Morris,
Bedford Park, S.W.

DEAR MADAM,

With reference to the order you so kindly placed with us yesterday for tapestry similar to that which you bought from us last May, we find that the price at which you bought it then was a specially low one owing to our having been able to buy a job line of these goods.

We are sorry to say that we can no longer buy this tapestry from the manufacturers at the same price, and the price will have to be increased to 10*s.* a yard. Before definitely placing our order we should be very glad if you would let us know if you wish us to agree to this slight increase. In other respects the tapestry will be exactly the same.

Yours faithfully,
LEWIS BROS.

Greater Expense of purchasing Small Lots—Request for Permission

August 4, 19

Mrs. Birch,
Portland Street, W.

DEAR MADAM,

In placing our order for the odd pieces of china to match your dinner service we find that we cannot obtain these pieces at the price provisionally quoted to you, as these pieces will have to be procured especially

from the manufacturers. They are consequently more expensive to purchase singly than in the complete set. The difference, however, is very slight, and the total cost would only come to 30*s.* We should be glad if you would let us know if you wish this to be done before we actually place the order, as we always endeavour to avoid any overcharges unless we have previously obtained our customer's permission to incur the increased expenditure.

Yours faithfully,
BARKER & Co.

Repairs—Notice of Other Work required

May 14, 19

Wm. Nelson, Esq.,
Hugo Road, Croydon, S.W.

DEAR SIR,

On proceeding with the work of upholstering the chair you have entrusted to us we find that several new springs will be required if the job is to be made at all satisfactory, and as this will involve a slight extra expense we feel we ought to refer the matter to you before going on with it.

We are sorry it was not possible to discover this before commencing the work, as it is only with great regret that we ever increase a quotation once we have made it. In this case, however, the difficulty is one that could not be avoided, and as the extra amount involved is only 10*s.*, we do not suppose you will raise any objection.

At the same time we should strongly advise you, while having the job done, to renew the whole of the springs, which would bring the entire cost of the job to £4 7*s.* 6*d.* We think if you did this you would be very pleased with the result, as it will make the chair as good as when it was new. Having regard to the excellent quality of the frame, and the other portions of the chair, we think you would find it a very wise investment.

We shall be glad if you will let us know if you wish us to do this, or if you would prefer us to renew only those springs which are actually broken, and remain,

Yours faithfully,
ALBERT RICHARDS.

Price increased by Manufacturers

June 14, 19

Thomas Horne, Esq.,
Hope Street, Beckenham.

DEAR SIR,

We are much obliged for your kind order received this morning, but we regret to have to inform you that owing to a combined arrangement of the manufacturers the prices of all these articles have been increased by

over 10 per cent., and we cannot therefore supply you at the same low prices as we have previously been able to.

We hope this will not inconvenience you in any way, and as there is no possibility of obtaining the articles at the old prices we presume you will wish us to supply your order at the new price, namely, £2 5*s*. However, as we do not like to do this without consulting you, we shall be glad if you will let us have a line on the enclosed card telling us we may deliver the goods.

Yours faithfully,
HUDSON & HIGGS.

Uncertain Instructions over Telephone—Request for Particulars

April 8, 19

Mrs. Porter,
Olinda Avenue, Cheltenham.

DEAR MADAM,

We must apologise to you if it will inconvenience you in any way, but owing to the bad manner in which our telephone was working this morning the assistant who took your order could not be quite certain as to the exact price you wish to pay, and as we do not wish to pay a higher price than you wish, we think it better to get the matter quite clear on this point before we place the order.

We should therefore be glad if you would let us know by return to what price you wish us to go, and we shall obtain the goods for you without delay.

Once more apologising for troubling you, we remain,

Yours faithfully,
ARTHUR MOORE & SONS.

Request for further Particulars

March 15, 19

E. Evans, Esq.,
Mountjoy Avenue, Twickenham.

DEAR SIR,

We greatly regret to have to worry you further in the matter, but our assistant has carelessly lost the note you left as to the size of tyre corset you wish us to get for you. We should therefore be much obliged if you would let us have these particulars again, and in order that you should not suffer any delay, we are arranging to procure the goods for you by special delivery. We hope this mistake will not cause you any inconvenience in any way, and remain,

Yours faithfully,
FRED. SKINNER & Co.

Offering Goods in Another Size

June 10, 19 .

Mrs. Hardcastle,
Lower Street, Cardiff.

DEAR MADAM,

We are much obliged for your order for one of our 7*s.* 11*d.* white pique skirts, and we are sorry to have to tell you that we cannot supply this in a 34 in. length; we can, however, supply it in a 37 in. length, which is the shortest length in which it is regularly made.

You can have it altered to your length at small expense and with little trouble—we should, indeed, be pleased to alter it ourselves if you could call; and as the skirt is an unusually pretty style, and of exceptionally good value, we hope you will allow us to send you one of the larger size.

Yours faithfully,
JOHN DAVIES, LTD.

Cannot Supply—Manufacturers Out of Stock

April 28, 19 .

Mrs. Hunt,
Montem Street, N.

DEAR MADAM,

We are very sorry to inform you that is impossible to supply from stock the printed bedspread ordered by you on the 25th. We have applied to the manufacturers, and find to our regret that this pattern is now out of print, and as none of these patterns are ever repeated, there is no chance of obtaining one from this source.

However, if you can wait, and are willing to leave the order open, we may be able to obtain one for you from some one or other of the manufacturers' agents.

We should be much obliged if you would let us know whether you wish us to endeavour to do this, or whether you would prefer in the circumstances to choose another pattern of bedspread from our large stock.

Yours obediently,
HALL & SONS.

Delay in Delivery—Mistake by Manufacturer

March 15, 19 .

G. D. Smith, Esq.,
Albemarle Road, Streatham.

DEAR SIR,

We are very grieved to have to tell you that through a careless mistake on the part of the manufacturers, there must be some delay in

supplying your order. We are very sorry to disappoint so valued a customer in this way, and although it, of course, makes no difference to you where the fault lies, we would like to mention that the mistake is not ours.

We took particular care to give full and definite instructions to the manufacturers, but for some reason they have supplied the wrong class of goods, and we have had to send them back and make them supply what you want.

We have instructed them to use all despatch in supplying the correct article, and we hope we will not have to keep you waiting long now.

Yours faithfully,

HEAD & SONS.

Delay owing to Pressure of Work

April 1, 19 .

Mrs. Montgomery,
Rudolph Road, Watford.

DEAR MADAM,

With reference to your kind order, we have made every effort to complete your costume before Easter, but as we mentioned at the time of your call, we have lately been suffering from a most unexpected rush of work, and we are sorry to have to tell you that we shall not be able to deliver this before the holidays, as we hoped.

Our workrooms have been working overtime for the past three weeks, and business is so brisk just at present that it is impossible to obtain more hands without employing inefficient workers, whom we could not trust to supply the high standard of skill that we require. We feel sure you would rather wait a few days than sacrifice the quality of the workmanship for which we believe we have built up such a justly high reputation.

At the same time we are very sorry to have to disappoint you, and we would not like you to think that we have subordinated your order to any later commissions, because we have taken great care not to do so. Indeed, nothing but the grave pressure of work received before you gave us your instructions would have caused us to give you this disappointment.

Yours faithfully,

SANDERS & SANDERS.

Delay through Floods or other Accident

February 15, 19

Mrs. G. Wolff,
Glencoe Road, Streatham.

DEAR MADAM,

As you may have noticed in the papers the whole of East Anglia has been suffering from very severe floods, and we are sorry to have to tell you

that the manufacturers from whom we obtain our supply of corsets have had their works so damaged by the water as to prevent their continuing the work. As a consequence, we are afraid there will be some slight delay in supplying your order, but we are making inquiries at the wholesale houses in an endeavour to obtain the goods from them, and if we are successful we hope to be able to let you have them within a day or two. At the worst we do not suppose we shall have to wait for more than a week.

We greatly regret that the delay should have arisen, but we think you will appreciate that it is not through any fault of ours.

Yours faithfully,
W. & J. MIDDLETON.

Delay owing to Strike

J. Kent, Esq., *June* 5, 19
Blenheim Crescent, Hoxton.

DEAR SIR,

We must apologise for the delay in supplying your order, but unfortunately the manufacturers from whom we obtain these goods are at the present moment suffering from labour troubles, and their workmen have just gone out on strike. We are endeavouring to obtain the goods from other sources, but we fear the strike is almost general, and it unfortunately seems certain that there will be a slight delay.

At the same time we are informed that the strike is not likely to last long, and we hope you will realise that the matter is quite out of our hands. Unless we hear from you to the contrary, we shall take it that you are willing for us to deliver the goods as soon as possible, and we would like to thank you in anticipation for your kind consideration.

Yours faithfully,
MONK & WHITLEY.

Inevitable Delay owing to State of Work

H. Johns, Esq., *December* 5, 19
Bridport Gardens, Hanley.

DEAR SIR,

I am very sorry to have been unable to deliver the mahogany dining-table as promised to-day, but owing to the state of the weather the polish is drying very slowly, and we did not think it safe to risk sending the table in a state in which it might receive some slight marks in the process of delivery.

We have every reason, however, to hope that it will be fit to send to-morrow, and trust you will suffer no inconvenience from the delay.

Yours faithfully,
P. TATTERSALL.

Delay owing to Rush on Goods

April 18, 19

Mrs. Watson,
Hazelrigge Road, Hornsey, N.

DEAR MADAM,

Please accept our thanks for your order for the curtains received this morning.

We are sorry to have to inform you that as these are goods which can only be ordered in large quantities, we have unfortunately run out of stock, and there will be some slight delay in supplying your order.

We have already placed another large order with the manufacturers, but we hear they are working at very great pressure just at present and it seems unlikely that they will be able to supply the goods with their usual promptness. However, we are using every endeavour to obtain a supply as soon as possible, and we will deliver your curtains immediately we receive any from the manufacturers.

We hope you will forgive this delay as it is a matter over which we have no control.

Yours faithfully,
PORTER & SON.

Slight Delay—Out of Stock

May 5, 19

Mrs. Prior,
Park Avenue, Clapham, S.W.

DEAR MADAM,

We must apologise very sincerely if we are obliged to keep you waiting a few days before we can supply your order, but there has been such a tremendous run on these bargains that our stock has been completely exhausted, and we cannot supply any orders at the moment until we obtain a further supply from the manufacturers.

Our order has, however, already been placed, and we have every reason to suppose that we shall have to keep you waiting not more than a few days at the very most.

We sincerely hope that this will not inconvenience you in any way, but if your requirements are urgent we hope you will be able to drop in and inspect some of the many similar lines which we still have in stock.

Unless, however, we hear from you to the contrary, we shall take it that you wish us to deliver your order as soon as we receive a supply from the manufacturers.

Once more apologising for the delay,

We are,
Yours faithfully,
JOSEPH MATTHEWS.

LETTERS OFFERING AND REFUSING TO OPEN CREDIT ACCOUNTS

MANY traders fail to make any real effort to induce good-class customers to open accounts, although they may be perfectly willing to open accounts when a customer himself suggests such an arrangement. The maintenance of an account has many advantages for the trader as well as for the customer, if only because it offers great encouragement to increase the business done between them. Letters endeavouring to increase the number of accounts should of course deal with the matter from the position of a customer, and should point out the greatly increased convenience that will be felt with regard to telephone orders, orders on approval, etc.

In sending out letters such as these the greatest care must be taken in the compilation of the list of names to which they are sent, as much harm is likely to be done if the retailer has in the end to refuse to open an account for some one to whom he has himself offered that facility. Such cases will, however, be bound to occur, and a letter refusing to open an account is really no less important than the one offering to do so. However undesirable it may be to allow credit to any particular customer, cash business from that customer is as valuable as from any one else, and the greatest care should be taken in refusing to open an account lest offence be given, and the whole of the customer's business lost. Sometimes the difficulty can be avoided by asking for a cash deposit upon which interest may perhaps be allowed. Offers such as these can be so worded as to make them seem positively advantageous to the customer from a financial point of view.

The greatest tact must be used in all such letters; where a blunt refusal may lose valuable custom, a letter to the same effect, but written by a tactful correspondent, may strengthen the hold of the business upon the customer. Even the firmest refusal can be worded on the plea that to allow credit would prevent the firm offering the same high-class goods at the same low prices.

Offering Monthly Account to Regular Customer

March 18, 19

Mrs. F. Causebrook,
Park Avenue, Reading.

DEAR MADAM,

We have been very greatly gratified at having had the pleasure of serving you so frequently during the past few months, but it occurs to us that you have suffered some quite avoidable trouble in settling for each purchase at the time it was made. As you know, our business is really conducted on a cash basis, but in your case we should be very glad to allow you to open a monthly account, if you feel it would be any convenience. You might often find it an advantage, particularly when you wish to make a purchase and cannot call in person.

In order to set the matter quite in order, we should be glad if you would

let us have a formal application on the enclosed form. Please return the form at your earliest convenience.

Yours obediently,
J. JAMIESON & Co.

General Offer to open Account

March 1, 19 .

Mrs. P. Erasmus,
Alnwick Road, Penygraig.

DEAR MADAM,

I am instructed by the directors to extend to you an invitation to open an account with us. In your case there would be no necessity for a deposit, and we believe you would find such an account of great convenience when you are doing any shopping. Not only does it facilitate orders by telephone and by letter, but it also makes it a very simple matter to have goods of any sort on approval. Of course it also renders entirely needless the payment of "cash on delivery."

In case you would care to open an account with us, we enclose our usual "Account Application" form, and should be glad to receive it with the particulars required at your convenience.

Yours faithfully,
CLARKE & PESCOTT.
B. HURRY.

Offer to open Account on Receipt of Deposit

July 14, 19 .

Mrs. Beckley,
London Road, Maidstone.

DEAR MADAM,

At the request of several of our customers who feel it would be convenient to be able to keep an account with us, we have decided to make a few exceptions to our regular rule of allowing cash transactions only.

As we believe you may perhaps care to take advantage of this, we are enclosing herewith a form asking for one or two quite formal particulars, and shall be glad to receive it at your convenience if you wish to take this opportunity.

You will see our arrangements provide for the deposit of three guineas, but you will appreciate that this is quite a nominal sum, and is entered to your credit. Moreover, we are able to offer you a unique advantage that would not be available even if this sum was deposited in the bank, for we are arranging to pay a regular interest on all deposits maintained intact for three months. These deposits will receive interest at the rate of 2½ per cent. per annum, and this sum will automatically be credited to your account.

Invoices for all purchases will be supplied weekly, and will be payable on receipt of statement, which will be rendered monthly. Thus you will see that this arrangement gives you all the advantages of an ordinary account, while at the same time you gain the benefits to be derived from cash prices and the consequently low profits that rule our establishment. We would ask you to treat this letter as confidential, as we are only offering this service to certain of our best customers, and we shall be glad if you will let us know at your earliest convenience whether you desire to accept this service or not.

Yours faithfully,
J. LEE EVANS.

Invitation to open Account in Wife's Name

August 5, 19

G. Turner, Esq.,
Gladstone Terrace, Limehouse, E.

DEAR SIR,

May we suggest that your wife would perhaps find it an advantage to run a regular account with us, as it must at times be inconvenient for her to pay cash for each transaction.

We would also point out that in times of emergency many of our customers find it a great advantage to be able to order goods by messenger or over the telephone without the trouble of paying cash on delivery. It also, of course, greatly facilitates ordering goods on approval, and thus making certain of satisfaction. For this reason alone we believe you would find it an advantage.

We enclose an application form, and shall be glad to receive it at your convenience if you would care to open such an account.

Thanking you for your past favours,

We remain,
Yours faithfully,
FRANK LOW, LTD.

Request for References

July 18, 19

Richard Jones, Esq.,
London Road, Bognor.

DEAR SIR,

We are much obliged for your letter to hand this morning with reference to our opening an account in your name, and shall be very pleased to do so if you would kindly furnish us with the name of your banker as a reference, or with a couple of other trade references in the district.

We enclose herewith a stamped addressed envelope, and would thank you for the honour implied by your request.

Yours faithfully,
EVAN BECTON, LTD.

Notice of opening of Account—Satisfactory References

G. Turner, Esq., *August* 19, 19
Gladstone Terrace, Limehouse, E.

DEAR SIR,

We have great pleasure in informing you that we have already received replies from the references which you so kindly gave us, and have to-day opened an account in your name on our books.

We hope, therefore, that we may have the pleasure of serving you shortly, and remain,

Yours faithfully,
FRANK LOW, LTD.

Request for Deposit—Unsatisfactory References

Henry Smith, Esq., *July* 20, 19
" *The Homestead*," *Bletchingley.*

DEAR SIR,

We greatly regret, after having put you to so much trouble, to find that we cannot open an account in your name. Since I last wrote you a resolution of the Board has been passed making the regulations for opening an account very much more stringent, and I am now only allowed to do so on a deposit of a sum of £5, when a monthly credit will be given up to that sum.

I am, however, glad to inform you that this deposit will bear interest at the rate of 2½ per cent. per annum for each completed year. Moreover, you could withdraw the deposit at any time at a day's notice. We would point out that this is an advantage that could hardly be obtained from a banker.

We hope, therefore, that you will still desire to open an account with us, and we shall look forward with pleasure to receiving your remittance for the deposit, for which we shall at once supply a receipt setting forward the conditions upon which we hold the same.

Yours faithfully,
pro THE BLETCHINGLEY DRAPERY STORES,
JOSEPH LEE, *Manager.*

Refusal to open Account

G. Turner, Esq., *August* 9, 19
Gladstone. Terrace, Limehouse, E.

DEAR SIR,

We are much obliged to you for your letter to hand this morning with reference to the opening of an account in your name, and we are indebted to you for the honour implied by your request.

At the same time we are very sorry to have to inform you that it has been our custom since the first establishment of this business to conduct transactions on a cash basis only, and at a recent board meeting the directors passed a resolution confirming this and giving definite instructions that on no account are credit accounts to be opened.

The writer greatly regrets that the matter has by this resolution been taken entirely out of his hands, and though he would much like to make an exception in your case, you will recognise that he is quite powerless in the matter.

At the same time we trust that you will continue to allow us the honour of serving you. We believe we have given you satisfaction in the past, and we shall indeed make increased efforts to continue to give you satisfaction so as to counterbalance any loss of convenience through our inability to open an account in your name.

Yours faithfully,
pro FRANK LOW, LTD.,
HENRY SMITH, *Manager.*

Refusal to supply Goods on Credit

May 5, 19 .

Mrs. W. King,
Rectory Road, Wakefield.

DEAR MADAM,

We are much obliged to you for your order for one of our Smyth Steel Lawn Mowers. We regret, however, that the profit on these goods is so low that we are only able to supply them at this low price for cash, and we shall be much obliged if you would arrange to pay cash on delivery.

We might mention that this question of credit has been gone into very carefully on several occasions, and it has always been found impossible to maintain our reputation for offering goods at the lowest price without insisting upon cash payments.

To allow credit would not only mean a great increase in book-keeping labour, and consequently an additional expense to be added to the cost of the goods, but would also mean that a further percentage would have to be added for the outstanding balances.

It is only by turning over our stock very quickly and making the utmost use of our available capital that we are able to purchase and sell our goods at such remarkably low prices.

We believe that as one of our valued customers you would prefer us to keep our prices down and insist upon cash as before. We hope you will not take this as being in the slightest degree any reflection upon yourself, but it is a rule to which we are not allowed to make even a single exception.

Yours faithfully,
P. & W. SMYTH.

Request for Remittance—Goods Ready for Delivery

Mrs. W. Bease, *June* 6, 19 .
Garnet Terrace, Croydon.

DEAR MADAM,

We beg to inform you that the bedroom suite is now ready for delivery, and will be despatched to you immediately upon receipt of your remittance.

We regret that you were not informed in so many words at the time you gave the order that our business is transacted on a strictly cash basis, but we believe you will readily realise that it is only by these means that we are enabled to offer such wonderful quality for the low price we charge.

We should therefore be glad to receive a cheque from you at your early convenience, when we will at once deliver the suite.

Yours faithfully,
NEWMAN & SONS.

Request for Deposit so as to open Account

Mrs. Atkinson, *July* 16, 19
Lynsted Lane, Peckham, S.E.

DEAR MADAM,

We are much obliged to you for your request to our assistant manager to open an account in your name, but regret that he did not inform you at the time that the only way we are able to do this is by your making a deposit of £3, which sum is credited to your account.

We should be only too glad to make an exception in your case, but unfortunately it is a rule which we are allowed in no circumstances to break.

We would point out, however, that this sum is merely a nominal one, and is refunded to you at a day's notice should you ever wish to close the account.

We believe you would find such an account very convenient, and shall be glad to receive the deposit from you, so that we may make arrangements without delay.

Yours faithfully,
SMART, SON & Co.

LETTERS OFFERING AND REFUSING TO SEND GOODS ON APPROVAL

LETTERS upon this subject must be treated in the same careful and tactful manner as letters with reference to the opening of credit accounts, and this is particularly the case with regard to the refusal to send goods on approval.

Such letters should always be worded so as to convey the idea that it is only through the desire to serve customers with every advantage that the refusal is given. However, whenever possible the trader should be ready to send goods on approval, as it is a service that is much appreciated by customers, and one that may easily lead to a considerable extension of business. Letters offering to send goods in such a manner should be written in the broadest terms possible, and should carefully avoid all needless stipulations or hypercritical quibbles.

General Offer to send Goods on Approval

February 15, 19

Mrs. T. Wigg,
"*Esa*," *Kimberley Avenue, Southsea.*

DEAR MADAM,

May we call your attention to the fact that we are at all times ready to send you goods on approval, excepting such goods as are from their nature obviously unsuitable?

We do not know whether you are aware of our willingness to do this, but it is sometimes a great advantage to be able to compare colours and shades with some article that you may have at home, and as it is always our one aim to satisfy our customers in every respect, we are willing to go to greater lengths in this respect than most other firms. In cases where it is impossible to send pieces cut from the roll on approval, we can nearly always supply a pattern much larger in size than is usually included in pattern books, and quite sufficient to give a real idea of what the finished article will look like.

May we hope, therefore, if ever you would care to see anything in your home on approval, you will not hesitate to let us know?

Yours faithfully,
HOPE BROS.

Offer to send Patterns of Cloth on Approval

March 14, 19

H. Crouch, Esq.,
Renfrew Street, Southsea.

DEAR SIR,

Will you allow us to send you for your inspection patterns of our new Spring cloths? We believe that among the wide range of these patterns there are some that will appeal to you particularly, and we do not wish you to imagine that your acceptance of this offer should put you under any obligation whatever. Moreover, these patterns will not be the tiny cuttings that you see in most pattern books. They will be large enough to give you almost as good an idea of the cloth as if you saw it in a roll, while by accepting this offer you will be able to see what the cloth looks like both in daylight and at night.

We enclose herewith an addressed postcard stating that you do not wish us to send you the patterns, and unless we receive it we shall take the liberty of sending them to you, and calling for them a day after.

We hope you will not think this presumptuous on our part, but we would repeat that your inspection of the patterns implies no obligation whatever.

Yours faithfully,
HOPE BROS.

Letter sending Patterns as Promised

March 17, 19

H. Crouch, Esq.,
Renfrew Street, Southsea.

DEAR SIR,

As promised in our letter of last Wednesday, we send herewith patterns of our new Spring cloths, and we should be greatly obliged if you would look through them and see if there are any that appeal to you.

We shall send for these patterns the day after to-morrow, and if there are any of them that appeal to you we shall be glad if you will make a note of its number, so that we may reserve for you a suit-length from the roll in order to avoid any disappointment upon your part when you come to have it made up.

Yours faithfully,
HOPE BROS.

Letter offering to send Rugs on Approval

September 20, 19

Mrs. Martin,
Montpelier Road, Twickenham.

DEAR MADAM,

We have just received a special consignment of Axminster hall-rugs in fine Turkey patterns, and if you would care for us to do so, we should be very glad to send you a selection on approval, so that you may judge of their appearance in your own house.

If you accept this offer it does not imply the slightest obligation on your part to purchase an article of any sort. We are perfectly willing to send the rugs on approval without any expectation of your retaining one.

If you would like us to send these rugs, we shall be much obliged if you would let us have the enclosed postcard, marking which of the approximate sizes you think would be suitable.

Yours faithfully,
BOURNE & SONS.

P.S.—The postcard is not an order in any way whatever.

Refusal to send Millinery on Approval

Mrs. Milner, *March* 12, 19

Belsize Park, Golders Green.

DEAR MADAM,

With reference to your esteemed favour to hand this morning, we are sorry to have to say we have made a strict rule never to send fragile articles like millinery on approval. We do not wish to suggest for a moment that in your case the articles would suffer any damage; on the contrary, we feel quite sure that you would take the greatest care of them; but we are not allowed to make any exceptions to this rule, however much we should like to do so in your case.

We hope you will appreciate our position in the matter as we are extremely sorry to have to disappoint you.

Yours faithfully,
BON MARCHE.

Refusal to send on Approval—Attempt to obtain Definite Order

Mrs. English, *August* 15, 19 .

Archibald Road, Hampstead, N.W.

DEAR MADAM,

We are sorry to have to inform you that we are unable to send you on approval the special line of counterpane advertised in the *Daily Gazette*, but this is such a special line that we have only a few left, and the demand is too great for us to be able to send any on approval.

We are extremely sorry to be unable to oblige you, and we hope you will appreciate our position in the matter, for as a rule we are only too glad to do anything in this way for our customers.

We feel sure, however, that if you cannot call and see them at the shop you would be quite safe in definitely ordering one, as they are of really remarkable value. We have no hesitation whatever in assuring you that you will be very pleased with them.

Yours faithfully,
THE WHOLESALE DRAPERS, LTD.

Goods only on Approval to Customers with Accounts

Mrs. Wheeler, *March* 5, 19 .

Ingestre Road, Highbury, N.

DEAR MADAM,

We are much obliged for your favour to hand this morning, and we are sorry to have to inform you that it is an invariable rule of the house not

to send goods on approval in the ordinary course. The only exceptions we are allowed to make to this rule are in the cases of such of our customers as have accounts with the firm.

If you would care to supply us with two trade references, so that we can open an account in your name, we shall be very pleased to accede to your request. We are sorry to have to disappoint you, but the rule in question is a very strict one, and we are allowed no latitude in its interpretation.

Yours faithfully,
WEBBER, SON & Co.

LETTERS ANNOUNCING DECREASES AND INCREASES OF PRICE

WHENEVER a trader gets advance information of an impending increase in the cost of a line, he should send a letter to a selected list of both his customers and non-customers, and offer them an opportunity of purchasing before the prices go up. This not only pleases customers, but often succeeds in whipping-up a certain amount of business which would otherwise be missed. For the same reasons a trader should not miss opportunities of informing his customers when the price of any article is reduced. Such occasions afford, moreover, a good excuse for writing to any customers who have removed their patronage through a dispute as to the price of any article, but who, it is thought, may be induced to return to the fold.

Notice of impending Increase in Price

Mrs. Hewitt, *March* 10, 19 .
Abingdon Road, Streatham, S.W.

DEAR MADAM,

As you may have seen in the newspapers a combine of the manufacturers of brass bedsteads has been formed to raise the wholesale price of their manufactures, and this will mean very shortly a considerable increase in the price of all model bedsteads.

I have, however, succeeded in getting through an order for a suitable line of these goods, and they will be on show in our warehouse to-morrow.

If you are likely to need any of these goods, may I suggest that you call as early as possible, as they are sure to go quickly. They include many of the latest designs, and are in no way old stock. The only reason I am able to offer these at the old list prices is because my order was accepted just before the combine was finally arranged.

At the same time you may care to inspect some other branches of our stock. We are always only too pleased to show you anything, whether you actually wish to purchase at the moment or not.

Yours faithfully,
WM. TAYLOR & Co.

Sequel to Previous Letter—Order Received Too Late

Mrs. Hewitt, *March* 20, 19 .
Abingdon Road, Streatham, S.W.

DEAR MADAM,

We greatly regret to inform you that your order to hand this morning arrived too late for us to be able to supply you with the brass bedstead you require at the old price. As we informed you in our previous communication, we only had a certain number of these in stock and could obtain no more at the old prices.

We are especially sorry to disappoint you as we value your custom very highly. We have, however, just obtained a complete stock of all the new lines, and we think some of the designs are so striking as to justify the increased price which we have had to pay. We hope, therefore, we may have the pleasure of a call from you, and we think you would not regret spending the time required for looking over the new models. At the same time, if you would care to have the same style of bedstead at the increased price of £4 10*s.*, we shall be only too glad to supply it, and we enclose a postcard which we hope we may receive at your convenience.

Yours faithfully,
WM. TAYLOR & Co.

Letter from Grocer mentioning Certain Increase in Price

Mrs. G. W. Martin, *June* 10, 19 .
Caledonian Road, Wickford.

DEAR MADAM,

I am informed by my wholesale agent that it is almost certain that the price of Irish bacon will be increased during the next day or two from 1*s.* 2*d.* to 1*s.* 3*d.* per lb., and I would suggest that you take advantage of the fact that I have just got in a special stock at the present price. Among this stock are a dozen specially fine hams at 1*s.* 4*d.* a lb. If you think you would like one, I should suggest that you let me know at once, as I am informing several other of my customers that the price is going up and they are not likely to remain in stock long. They range in size from 5 to 15 lbs.

Yours faithfully,
EDWARD FORBES.

Letter inviting Orders before Price is raised

Mrs. H. L. Close, *November* 20, 19 .
Harrogate Street, Brixton, S.W.

DEAR MADAM,

In view of the great demand for English turkeys, it seems likely that the prices will be increased during the next day or two, and I am trying

to place as many orders as I can at once. Might I ask you, therefore, to be kind enough to let me know as early as possible if you would like me to place an order for you.

If you will let me know on the enclosed card the size of bird you would like, I shall be glad to place an order for you at once before the prices go up.

Yours faithfully,
HENRY ALLEN.

Invitation to buy Coal at Summer Prices

September 1, 19 .

J. Donald, Esq.,
Calverley Road, Greenock.

DEAR SIR,

In a week or two the price of coal is sure to be increased from the low summer price at which it is at present standing. For that reason the present is a particularly favourable opportunity for you to lay in a good stock in view of the approach of the winter months, and for your convenience we send herewith an addressed postcard, on receipt of which we shall be glad to deliver any quantity you may require.

The present prices are shown on the card, and all you have to do is to fill in the quantity against the class of coal you require. Unless, however, the card is returned within the next few days, we cannot guarantee to supply at these prices, as we may at any moment receive a notification of the increase in price. May we suggest, therefore, that you return the card as soon as you are able to decide what you will require?

Yours faithfully,
MARSHALL COAL CO.

Show of Goods of which Price is going up

September 1, 19 .

Mrs. Merton,
Victoria Avenue, Slough.

DEAR MADAM,

The latest advice from the wholesale trade is that furs of all kinds will be greatly increased in price owing to the scarcity of good pelts.

In view of this we are making a special show during the next two weeks in our fur department, and if you are likely to be requiring anything in this line we would urge you not to miss this opportunity, as it may be the last chance of obtaining furs at their present low price. The display will be open at 9 o'clock next Monday, and will remain open till Saturday the 17th.

May we suggest that an early call is advisable as the stock is limited.

Yours faithfully,
F. SKINNER & SONS.

Notice of Reduction in Price of Milk

March 10, 19

Mrs. Weller,
East End Road, Hampstead.

DEAR MADAM,

As our man may have told you, we are now able to reduce our price for milk from 4*d.* to 3½*d.* a quart.

We hasten to inform you of this, lest you should hear of it from any outside source and imagine that we are overcharging you. We would lay stress on the point that we value your custom much too highly to run any such risk.

May we take this opportunity of thanking you for your esteemed orders and of asking you not to hesitate to let us know if there is any way in which you feel that our service is not quite satisfactory.

We are using every endeavour to keep our service up to the highest standard, but there are times when it is only from our customers that we can learn of points that could be improved.

Yours faithfully,
THE ALLIANCE DAIRY.

Reduction of Price to Past Customer

March 16, 19

Mrs. Weller,
East End Road, Hampstead.

DEAR MADAM,

I am glad to be able to inform you that we can now supply you with the best Danish butter at the same price as last year, namely 1*s.* 3*d.* a pound, and I hope, therefore, we may once more have the pleasure of supplying you as in the past.

We are able thus to reduce the price simply because it has been an excellent season for the Danish dairy farms, and the reduction in price does not signify any reduction in quality. Indeed, we do not think you could get a better quality anywhere in London. In our opinion it is even better than when we last had the pleasure of serving you.

We shall take the liberty to-morrow of sending you a sample ¼ lb., and hope you will do us the honour of trying this personally, as we have always regretted losing your custom, and it would be highly gratifying to us if you would give us another trial.

Yours faithfully,
HIGGINS & SMITH.

Warning of impending Strike

November 27, 19 .

Mrs. Norton,
Burlington Villas, South Croydon.

DEAR MADAM,

In view of the likelihood of there being a universal strike of London bakers, we have just laid in a large stock of self-raising flour, and we should be much obliged if you would let us know if you require any special supply.

We would point out that in the event of the strike being declared, there is likely to be an immense demand for these goods, and it might be wise on your part to render yourself quite independent by getting in at least a small supply before the real demand commences. At the present time we shall be glad to supply you in any quantity you desire, but we may be obliged later on to deliver only part of each customer's requirements.

Yours faithfully,
J. WHITEHEAD.

LETTERS AT SPECIAL SEASONS—BEFORE HOLIDAYS, ETC.

LETTERS under this heading require but little explanation; their objects are obvious, and few traders making any use of circular-letters miss the opportunities that arise with the coming of the various seasons, such as Christmas and Summer holidays, etc. These occasions offer excellent opportunities for letters seeking to obtain orders in advance of the rush which always occurs at such times. A wide-awake retailer will appreciate the great advantage of having beforehand some knowledge of the amount of business that is likely to be done, in addition to the value of obtaining business in the slack period before a holiday rush.

Letter *re* Children's Wear—Just Before Holidays

July 20, 19 .

Mrs. C. Clarkson,
Chirton Avenue, Chippenham.

MADAM,

For the coming holidays your children must be requiring some of the things we have in such profusion for young folks' wear.

If that is so, if they do want anything—sun hats, overalls, playfrocks, sandshoes, or anything else—why not come and have a look round our showrooms? No one will worry you to buy, and there is plenty to interest both you and them.

Yours respectfully,
JAMES E. EVANS & Co.

Announcement of Christmas Club

September 12, 19 .

Mrs. Briggs,
Railway Approach, St. Albans.

DEAR MADAM,

We have pleasure in acquainting you with the fact that our Christmas Club is now forming, and we beg to be allowed to add your name to the list of members.

This Christmas Club enables all who join now to obtain the most expensive item of the Christmas fare for a few small weekly payments between now and Christmas. Thus, by paying 6*d.* weekly, you will receive a prime, full-sized tender young turkey at Christmas.

Or, if you prefer to have a goose or a ham, or other goods to the same value, these will be supplied to you on the same easy terms.

Our Christmas Club supplies the means for luxuries at Christmas without our members being incommoded in the slightest degree by paying for them.

All goods supplied by us are of guaranteed excellence. If you will favour us with a call you will be able to assure yourself of this, and you will be supplied with a card of membership should you decide to join our Christmas Club.

Yours obediently,
GOODING LTD.

Letter on Account of an Early Easter

March 14, 19 .

Edward Golding, Esq.,
Bermondsey Street, S.E.

DEAR SIR,

As Easter falls so much earlier this year, and it is therefore necessary to make all preparations in advance, we have taken steps to hasten deliveries of our new cloths, and these are now ready for your inspection, or patterns will be sent on request.

It is hardly necessary to point out the advantages accruing to early ordering, and we are now specially able to give you the utmost attention.

Our productions are distinguished by faultless tailoring; and while charges are moderate, this does not mean a sacrifice of quality, but is simply accounted for by the fact that we actually make from beginning to end, so that there are no middlemen's profits to be added to the cost.

We are, dear Sir,
Yours obediently,
CHARLES BUTLER & SON.

Attempt to get Advance Orders for Christmas Turkeys

Mrs. S. Kendrick, *November* 18, 19 .
Erskine Hill, Balham, S.W.

DEAR MADAM,

In pursuance of our regular custom, we have just placed a large order with the Devonshire farmers for the highest quality English turkeys, for delivery just before Christmas. But we should like to give you timely warning, as we find there is nearly always considerable difficulty in obtaining fresh supplies during the rush that takes place just before Christmas.

If you, therefore, are not making any other arrangements, we should be glad to know what size of bird you will require, so that we may reserve one in this order for you. Last year a number of our customers were disappointed through leaving the matter till too late, when it was impossible to obtain anything like the same quality of birds.

We naturally do not like to disappoint our customers in this way, and we are therefore writing to all our customers suggesting that they make their arrangements as early as possible.

We enclose herewith a card, and should be much obliged if you would have it handed to our man when next he calls.

Yours faithfully,
MARSH & NORTON.

Short letter *re* Spring Cleaning

Mrs. E. Spencer, *April* 6, 19 .
Albert Square, Harpenden.

MADAM,

When spring cleaning, many ladies think it a good plan to replenish their stock of house linen, etc., and you may be interested in the special bargains now being offered in that department.

Sheets, pillow slips, table cloths, tea cloths, towels—all are obtainable in profuse variety, and often at great reductions, so that it is well worth your while coming to have a look at them.

Will you? No one will worry you to buy.

Yours respectfully,
JOHN SMITH.

Offer to estimate for Spring Cleaning

Mrs. E. Bolton, *March* 25, 19 .
High Road, Walsall.

DEAR MADAM,

As the season of spring cleaning is now upon us, we should like to call your attention to the fact that our furnishing department has made

arrangements for the carrying out of the latest form of vacuum cleaning on exceptionally reasonable terms.

It is, of course, impossible to give any quotation for such work without knowing the details of the amount of work required, but if you would care to go into the matter, and let us have the few particulars required on the enclosed card, we shall be only too glad to supply a detailed estimate. This would not involve you in any obligation, and we feel sure that you would be interested to know how little this work costs, as it greatly simplifies the labour of spring cleaning, and at the same time carries out the work much more efficiently than any other method.

Yours faithfully,
ADAMS & POULTER.

Invitation to Christmas Bazaar

December 10, 19 .

Mrs. Sharman,
Marine Drive, Kilburn, N.W.

DEAR MADAM,

I am instructed by the directors of this Company to send you a cordial invitation to visit our annual Christmas Bazaar, which opens to-morrow, Thursday.

This bazaar, we believe, surpasses anything we have previously done, and will well repay a visit by grown-ups as well as children. It includes all the latest mechanical and other novelties, and the decorations alone are well worth a visit. The toys and other articles range in price from 6*d.* to £5, so that the variety of Christmas presents available is surely wide enough for every purse.

But whether you wish to buy presents, or merely to give the children and yourself an enjoyable afternoon, the directors will be very glad to welcome you to this glimpse of fairyland on earth.

Yours faithfully,
JOSEPH MURRAY & Co.,
ALBERT SHAW, *Manager.*

Invitation to inspect Stock of Christmas Presents

November 30, 19 .

M. Roslyn, Esq.,
Park Avenue, Bridlington.

DEAR SIR,

As you will shortly be making arrangements for the purchase of Christmas presents of various sorts, we should like to suggest that before making any arrangements you call and look through a few of the articles we have now on view.

In addition to our regular stock, we have also a varied selection of articles, ranging in price from 2*s.* 6*d.* to £10, particularly suitable for selection as presents for this time of the year. Whatever may be said to the contrary, there can be no doubt that the most welcome presents are those that come from the jeweller. A piece of silver ware or some small item of jewellery has few rivals in the favour of the recipient, whether regarded from its peculiar personal intimacy or for the display of taste that its choice provides.

You will be very welcome to call even if you have no idea of making a purchase.

Yours faithfully,
BRIDGES & ABELL.

Letter to Men *re* Presents for Ladies

December 5, 19 .

W. Bell, Esq.,
Creighton Avenue, Worcester.

DEAR SIR,

At this time of the year one often finds a difficulty in selecting presents for ladies to whom one wishes to give something that may be of use beyond that of simple adornment.

To such of our customers as are in this dilemma we offer our assistance, for contrary to our usual practice we have laid in a stock of articles peculiarly suitable for use as Christmas presents.

Some of your friends, for instance, might value half a dozen fine lace handkerchiefs; some might prefer gloves; but these are only two instances out of many; and we hope that before you definitely decide to make any purchases you will give us the opportunity of showing you how tasteful such a present should be. Moreover, in dealing with us you will know that the price is entirely consonant with quality.

Yours faithfully,
CLOSS & BROS.

Letter offering Exchange of Presents

December 5, 19 .

Frank Bond, Esq.,
Acorn Street, Canterbury.

DEAR SIR,

The great difficulty in choosing presents arises from the fact that it is often impossible to know just what the recipient desires. May we therefore point out to you that our exchange system removes this difficulty altogether.

Any presents bought from us carry with them a certificate upon presentation of which within one month of the purchase they will be exchanged for

goods of equal value. Moreover, unless it is specially stated at the time of the purchase, the person wishing to exchange any goods is not informed of their actual cost, but only of any extra that may be necessary for a higher-priced article.

Surely such a great advantage makes Johnson's an ideal place for buying your presents.

Yours faithfully,
GEORGE JOHNSON.

LETTERS FOLLOWING UP ADVERTISERS' INQUIRIES

ALTHOUGH some traders are inclined to be doubtful as to the exact benefit to be derived from stocking advertised goods, the enterprising retailer can often obtain some useful names by keeping in touch with the advertiser, and asking him to forward any inquiries he may receive from the district. Many advertisers forward these inquiries as a matter of course, but others will not do so unless specially asked. All names obtained in this manner should be carefully followed up by the retailer with a letter stating that he has the goods in stock. Sometimes the advertiser will write direct to the inquirers, referring the latter to the retailer, and in such case a letter from the retailer himself is often very useful in clinching the sale. A wide-awake retailer can obtain many new customers from these inquiries.

The plan of obtaining direct inquiries, and using the names as a lever upon the retail trader, is often adopted by manufacturers in putting a new article on the market, and it is then a serious question to the retailer to decide whether in the event of his not stocking the goods he should still follow up the inquiries with some other goods. This must be left to the decision of the retailer, who will be aware of the circumstances of each particular case.

Letter to Inquirers for Advertised Article

April 8, 19 .

Mrs. Weale,
Moore Street, Glasgow.

DEAR MADAM,

The Manager of the Standard Self-raising Flour informs me that you have expressed an interest in their flour, and that he has already sent you a small testing sample.

I have myself had experiments made with this flour, and I have found it give such good results that I have already laid in a stock of it. If, therefore, you also have found it satisfactory and desire a further supply, I can fill all your requirements.

I should like to take the opportunity of mentioning that we make a special effort to keep a stock of all the new lines put on the market, so that

our customers can come to us with almost the certainty of obtaining any goods of this nature that they require.

We hope you will not hesitate to do so, for we ask nothing more from a possible customer than that she should give us a trial. We endeavour to carry out every order, however small, in a manner that will ensure the continuance of our customers' patronage, and we have found that results justify the extent of this great care.

Yours faithfully,
HAROLD SCOTT.

Alternative Letter to Inquirer

August 15, 19 .

P. Cunningham, Esq.,
Abbots Road, Kennington, S.E.

DEAR SIR,

The Expanding Book-case Company have just informed me that you have inquired for a catalogue of their Automat Book-cases, and I believe that they have informed you that you can see a selection of these cases in my showrooms.

I have myself used these book-cases, and have found them give every satisfaction, and if you are contemplating making a purchase I do not think you could do better than choose this article.

I have just at this moment got a particularly wide selection of the book-cases, and if you care to call I shall be extremely glad to do everything possible for you. There is no need to mention that you will certainly not be importuned to buy.

Yours faithfully,
WM. MANWARING.

Second Follow Up to Inquirer

August 22, 19 .

P. Cunningham, Esq.,
Abbots Road, Kennington, S.E.

DEAR SIR,

A few days ago I had the pleasure of writing to you with reference to the Automat Expanding Book-cases, and as I have not yet had the pleasure of receiving a call from you with reference to these book-cases I presume you have not yet decided whether you will purchase one or not.

If this is the reason why you have not called, I should like to suggest that you might find it help you to come to a decision to inspect the actual book-case and see just how they would look in your room. In no other way can you quite appreciate how handsome and how neat these book-cases are.

I need not mention that you are perfectly at liberty to call and to inspect

our stock without being in any way importuned to buy. As I believe I told you in my last letter I have myself had these book-cases in use for a long time, and I have found them give the utmost satisfaction. The working parts are very simple, and in my case they show no signs of going out of order, although I am afraid they have not received the gentlest of treatment. I could indeed ask for no better service than this book-case has given, and I feel sure that you would say the same if you had had experience of your own.

Yours faithfully,
WM. MANWARING.

Letter to Inquirer offering Other Article

September 2, 19 .

Mrs. G. Welland,
Mildred Avenue, Letchworth.

DEAR MADAM,

We are informed by Messrs. William Hall & Co. that you have inquired for samples of their tea, and we are considering the question of applying for the district agency for this blend of tea. Meanwhile, however, we would suggest that if you are not quite satisfied with your present sources of supply, you may like as a change to try one of the numerous blends we can offer you.

We have been established in this neighbourhood for over fifteen years, and during that time we have built up a very fine reputation among discriminating tea drinkers for the excellent flavour and general quality of the tea we supply.

We have, for instance, a special blend of Ceylon tea at 1*s.* 6*d.* that we think you would find in every way satisfactory, and we should greatly appreciate a trial order from you.

We are quite willing to leave any future business to the results of a trial order, as we feel confident that when once you have tried it you will not readily cease to use it.

Yours faithfully,
MORGAN & TESSIER.

Letter to Inquirer—Now stocking

February 15, 19 .

Mrs. A. Macey,
Dalmeny Road, Brixton, S.W.

DEAR MADAM,

Some time ago Messrs. W. Jamieson & Co. informed me that they had received an inquiry from you for their goods, but at that time my arrangements made it impossible for me to accept the agency which they offered me.

I am glad to be able to inform you, however, that I have now been able to do so, and if you are still interested in these goods, and care to drop in when you are passing, I shall be glad to show you a complete range of all qualities and sizes.

I might mention that I did not stock these goods until I had made very careful inquiries as to their quality, and as a result of these inquiries, I have no hesitation in confidently recommending them to you. I feel sure they would give you perfect satisfaction, otherwise I should not have dared to include them in my stock, as the good will of our customers is much too valuable to us to jeopardise for the sake of a few additional sales.

If you care to look in and see some of the goods as they actually are, you are cordially invited to do so, even if you have no idea at the moment of making a purchase.

Yours faithfully,
EDWARD SPANSWICK.

LETTERS ANNOUNCING NEW SEASON'S STOCKS

THE trader who wishes to get the maximum amount of business from his circularising efforts will keep a watchful eye upon any new articles which are coming into season. These will afford him excellent opportunities of writing not only to his best customers, but at the same time to those others with whom he is particularly desirous of transacting business. Some of these letters will need careful discrimination in the drawing up of the list to which they are to be sent, as it is sheer waste of money to offer an expensive article to a possible customer who is only in the habit of buying a cheaper class of article.

Sometimes these letters should be written in an interesting manner, giving a forecast of the conditions of the approaching season; at others they should content themselves with giving particulars of the special line with which they deal; but nearly always they should give concrete details of some sort which should act as a spur to immediate action on the part of the customer.

Announcing Receipt of New Fashions—enclosing Leaflet

March 22, 19 .

Mrs. Catterall,
Eastcote Road, Harrow, W.

DEAR MADAM,

A pronounced severity of style in tailor-mades is the forecast of Spring and Early Summer fashions. This will be seen from the enclosed advance folder of the coming modes, for we have this season a large selection of authentic models by Paris houses of world-wide repute, and we hasten to place this early information before you.

Now is the time to order your new Spring and Early Summer wear. We

have special facilities for giving you a perfect fitting garment and prompt delivery. We have enlarged our work-rooms and augmented our staff; we have installed methods that ensure absolute satisfaction. Our policy is to supply only the finest fabrics, and our business has grown by putting honest work into every garment we produce.

The present style demands exceptionally fine tailoring, and we are pleased to place at your disposal the services of tailors who have the skill to carry out this class of work to your entire satisfaction. The models in our show room are evidence of this—the thousands of delighted customers prove it.

Will you call and inspect the newest styles and materials? We know we can please you, and you may depend upon our charges being far below those charged in the West End.

Awaiting your commands,

Yours faithfully,
CAMPBELL BROS. & Co.

Approach of Hot Weather—Summer Beverages

May 1, 19 .

Mrs. W. Holm,
Cleveland Road, Southampton.

MADAM,

We are prophesied a hot summer this year, and the last few days have probably brought to your mind the vexed question of a wholesome, refreshing drink for the summer months.

I have taken particular trouble to meet this demand, and can confidently recommend the following beverages. All are wholesome, being supported by medical testimony, and all are possessed of the qualities which make up the ideal summer drink.

(*Paragraph here giving details*)

May I make you a delivery of a sample bottle of either of the beverages mentioned. I can specially recommend them as a most refreshing beverage.

Assuring you of my best attention at all times,

Yours faithfully,
FRANK WHITE.

Calling Attention to Display of Furs

September 22, 19 .

Mrs. C. Pople,
Trinity Road, Holloway, N.

DEAR MADAM,

With the approach of winter it is possible you may be contemplating a purchase of some new furs, and if that is so we do not think you could do better than come and inspect the remarkable display of furs we are now holding.

Our stock includes examples of every kind of fur that is fashionable, ranging in price from simple ties at 35*s.* to complete sets of sables at £200, and in all this large stock we feel you are sure to find something of interest to yourself. Even if you are not making an actual purchase for some weeks, we shall be only too glad to welcome you and to show you as much as you like.

Yours faithfully,
BEAN & SONS.

Invitation to inspect New Season's Fashions

May 12, 19 .

Mrs. E. Fowkes,
Pall Mall, Worcester.

DEAR MADAM,

We are glad to be able to inform you that our buyers have just returned from the London and Parisian markets, and we shall be showing our wide stock of the new season's fashions from next Monday.

While we are not making any special show that would involve derangement of our business, many of these fashions are so striking and so interesting, that we think you would much enjoy the opportunity of looking them over. We hope you will not hesitate to call, even if you have no other intention than of inspecting this remarkable collection of the season's fashions.

Yours faithfully,
WELLS & WILKINS.

New Season's Millinery—Short Note as to Change of Fashion

April 5, 19 .

Mrs. Barratt,
"*Ellesmere*," *Hanley, Stoke-on-Trent.*

DEAR MADAM,

Commencing with next Monday our millinery salon will contain all the latest spring models, just arrived from Paris. Many of these models show such a striking change of fashion that we do not think you can well afford to neglect the opportunity of seeing the fashions that are to be worn during the coming season.

The chief changes in fashion are that [*short paragraph to follow, pointing out trend of fashion*].

Yours faithfully,
TAYLOR & SONS.

Letter from Tailor *re* Winter Overcoats

September 20, 19 .

P. F. Bex, Esq.,
Cleveland Road, Northfleet.

DEAR SIR,

With the approach of winter you may be thinking of purchasing a heavy winter overcoat. If this is so, may we suggest that you give us a call and look at the special line of heavy frieze ulsters which we are at present offering at 60*s.*

These are made of the very best quality material, and are very stylishly cut and finished, while we keep them in sufficiently wide variety and sizes to ensure a perfect fit.

If you are kind enough to call, no one will take it as any implication that you desire to purchase.

Yours faithfully,
CARLTON BROS.

Letter from Tailor *re* Summer Overcoats

May 25, 19 .

P. F. Bex, Esq.,
Cleveland Road, Northfleet.

DEAR SIR,

Now that we at last seem in for a spell of warm weather, we are selling a large number of our "feather-weight" summer raincoats, and we think you may find the purchase of one of these coats at 50*s.* an excellent investment.

They are not made of mackintosh but of a special rain-proof cloth which is absolutely water-tight and imperishable, while they are so very light in weight that they can be worn even on hot sultry days without any inconvenient heat. They are made with Raglan shoulders, and have a particularly stylish appearance, while we are virtually certain that we could fit you perfectly from the large stock we keep.

Yours faithfully,
CARLTON BROS.

Special Display of Athletic Outfitting

May 1, 19 .

E. Williams Esq.,
Well Road, Ramsgate.

DEAR SIR,

As the season for tennis, cricket, boating, and other summer amusements is just opening, we are having a special display of flannel trousers,

blanket-coats, sweaters, and other semi-athletic attire during the next fortnight.

As you will doubtless be renewing some portion of your wardrobe in this direction we do not think you could do better than call. This is particularly the case, because every article of this description that we sell bears a firm guarantee against shrinkage.

Many of the lines are being sold at extremely low prices; for instance, we have a line of flannel trousers at 8*s.* 6*d.* [*details of a few bargain lines should be given here*].

Yours faithfully,
WOLFF & Co.

Letter *re* Special Summer Line, such as Luncheon-baskets

E. Jackson, Esq., *June* 4, 19
Wyresdale Road, Epping.

DEAR SIR,

At this period of last year we found a considerable demand for fitted picnic-baskets, and we have this season had a large number of these articles made up for us which we are able to sell at prices of from 10*s.* to 50*s.* according to the size and number of articles they contain.

At 15*s.*, for instance, we have a special line containing spirit-kettle sufficient to make eight cups of tea, milk-jug, cups, plates, and knives for four people, together with plenty of space for the carriage of provisions.

There is hardly a house where one of these would not be of use at some time or another, for it is a very common experience for picnics to be got up on the spur of the moment just before a holiday when it is too late to make many arrangements. In such cases a picnic-basket is a handy and invaluable possession.

May we send you one on approval for your inspection? Why not post the enclosed card to-day?

Yours faithfully,
WALTON & SONS.

Letter Announcing Display of Fashions

Mrs. H. Bevan, *June* 1, 19 .
Arden Street, Highbury, N.

MADAM,

We beg to extend to you a cordial invitation to visit our Grand Exhibition of Fashions taking place from June 10th to 20th. It is our sincere hope that you will be able to pay a personal visit, as we should very much like you to appreciate the beauty of our premises when decked with the new fashions in all their freshness.

On this occasion we are adopting the custom of the leading houses of Paris, Vienna, and other fashion centres, which is to offer in each department certain models at a much reduced rate in order to afford a special opportunity to those ladies who appreciate the satisfaction of being attired in the latest phase of fashion from the commencement of the season. We can give you no idea in a letter of the charm and remarkable value of these models, but their number is strictly limited, and we hope you will be able to call early before they are all purchased.

We are, Madam,
Yours obediently,
RALPH, LTD.

Second Letter *re* Display of Fashions

June 17, 19 .

Mrs. Harding,
High Street, Gillingham.

MADAM,

With the season so close upon you, there may be something you still want in the way of millinery or dresses.

If there is, we think you can find it here, as we have now received our last moment's despatch from Paris and London. Included in it are some wonderful at , and some at .

Either might suit you, so why not come and see them before they are sold?

Yours respectfully,
BENNETT BROS.

P.S.—Our display of fashions will be closing in a couple of days; may we hope you will be able to call before it is over? It will be well worth your while.

LETTERS ANNOUNCING SPECIAL LINES OF GOODS, DISPLAYS, ETC.

LETTERS under this heading are very much in the same category as those *re* New Season Stocks, and are sometimes used simply for the purpose of keeping in touch as closely as possible with one's customer. Customers are often inclined to resent it in some degree if the trader does not keep them informed of any special productions or unusual lines that he may from time to time obtain, and in any event they are sure to appreciate being informed that the special lines are obtainable. The judicious announcement of special lines will often enable the retailer to keep in touch with his customers in dull seasons, and the surest way to retain a customer's good will is by continually reminding him that you are watching his interests.

Promise of Periodical Letters

July 8, 19 .

Mrs. Murrell,
Lorne Street, Liverpool.

MADAM,

Will it be taking a liberty if I propose to write from time to time advising you of the very best articles that I have in season? At present raspberries and red currants are in season, and I have the best there are. I have also placed an order for the first and choicest William pears, which I expect to receive in the course of a few days.

Assuring you of my best services at all times,

I am, Madam,
Your obedient servant,
ALFRED WORRELL.

Letter giving Details of Limited Stock

August 6, 19 .

Mrs. F. Monk,
George Street, Woolwich.

MADAM,

You will be glad to hear that I have received a new consignment of the very best Ceylon tea, at 1*s.* 6*d.* per pound. I would like to say that this price represents a genuine bargain for those who can discriminate between the ordinary tea and that which embodies the delicious flavour and fragrance of more expensive brands.

At this price I do not anticipate holding the new consignment in stock for more than a few days, and I am enclosing an order card for your use if you wish me to reserve any for you. But to be safe you ought to send it at once.

Assuring you of my best attention at all times,

Yours faithfully,
JOHN MADDISON.

Letter offering Canned Goods—Out of Season

November 20, 19 .

Mrs. Hardcastle,
Leslie Avenue, Godalming.

DEAR MADAM,

As it is now becoming a matter of considerable difficulty to obtain really good supplies of fresh fruits you will be pleased to hear that we have just received our first consignment of the new season's bottled fruits.

These include peaches at , pears at , pineapples , and cherries

at , and all the usual fruits. Then there is a new line of strawberries at , and raspberries at .

If you have never tried it we think you would be very pleased with the excellent fruit-salad that can be made out of these bottled fruits. The contents of three bottles, such as strawberries, peaches, and pears, together with a couple of fresh apples, and perhaps a dash of brandy, will make about quarts of delicious fruit-salad, and we think you might find this a very welcome dish during the winter, while the cost is remarkably small.

If you would like to try this, and will tell our man to "bring the three bottles we wrote about," we do not think you will regret it.

Yours faithfully,
BARCLAY BROS.

Letter to Prospective Brides *re* Trousseaux

Miss Lawrence, *May* 15, 19 .
Junction Road, Glasgow.

DEAR MADAM,

As we are informed the subject is one of interest to you we take the opportunity of enclosing herewith a little booklet pointing out a few instances of the excellent service we can render to those who are collecting trousseaux.

For such an object nothing but the best will serve, and we hope you will not mind our venturing to suggest that by dealing with us you could make quite sure of this important point.

We shall be only too glad for you to call on the off-chance of your seeing something you fancy.

Yours faithfully,
R. ASHFORD.

Skeleton Letter mentioning Bargain Line

Mrs. Seddon, *March* 10, 19 .
The Knoll, Dalmeny Road, Palmers Green, N.

MADAM,

There are few things better than a real bargain, and we honestly believe that this time, if never before, we have some to offer you.

We have just received delivery in our department of a special lot of that we are selling at to each. They are

If you are requiring anything in this way, this is a splendid opportunity, and we should advise you not to let it slip without at least coming in to look at them.

No one will importune you to buy.

Yours respectfully,
LEWIS & LAUD.

Alternative Form of Bargain Letter

June 10, 19 .

Mrs. Seddon,
The Knoll, Dalmeny Road, Palmers Green, N.

MADAM,

If you want anything in the way of summer underwear we have just received some splendid bargains that should suit your purpose admirably.

They include

They will be on sale this morning (Monday) at 9 o'clock, and we should advise you not to delay if you would like to see them, as they cannot be repeated once they are sold.

Yours respectfully,
LEWIS & LAUD.

Letter announcing Special Show of New Goods

July 18, 19 .

Mrs. Balfour,
Gate Street, Lincoln.

MADAM,

Next week my establishment will be devoted to a special exhibit of delicacies. Not a few of these are new to most people, and all are carefully chosen for their appetising and wholesome qualities.

To those who appreciate the convenience of table delicacies which can be procured within an hour's notice of order, my special exhibit will particularly appeal.

May I be favoured with a visit from you in the course of next week? There will be no pressing to buy, either on my part or on the part of my assistants. I should be much gratified by your inspection of what I consider a unique stock of palatable and portable table dishes.

Assuring you of my best attention at all times,

Yours obediently,
JOHN RAMSDEN.

Invitation to General Show—Featuring One Line

April 18, 19 .

Mrs. Marks,
8, *Argyle Avenue, Ilford.*

DEAR MADAM,

You are cordially invited to inspect an exhibition of general household goods now taking place, which includes linens, china, turnery, bronzes, pianos, and pictures.

In particular we desire to draw your attention to a special purchase of

casement cloth being shown in our furnishing department. This material (of which we enclose patterns) is unique, being manufactured to withstand hard wear, to wash well, and, above all, to resist discolouration due to perpetual exposure to sunlight. *We guarantee it to be absolutely fadeless.*

We hope to have the pleasure of showing you some of this merchandise, and shall be glad to answer any inquiries without the slightest obligation to purchase.

Yours faithfully,
HARDMAN & TROTTER.

Announcing Special Exhibition of Ware

February 17, 19 .

Mrs. J. King,
Bloom Street, Islington.

DEAR MADAM,

Her Majesty the Queen is keenly interested in the Leadless-Glaze Ware Movement, and recently gave practical proof of her interest by ordering from me a complete supply of Leadless-Glaze Old English Cottage Pottery for her Home for Girls at Whitstable. I believe that you would be much interested in the exhibition of the ware I am now holding here.

I am also showing some delightful specimens of Copeland's reproductions of Old Spode china, the china so treasured by all who possess it. There is one lovely dinner set consisting of 70 pieces, the price of which is only £10. If you saw it I believe you would buy it.

If, for any reason, a visit at the moment is impossible, it would be my great pleasure to send along a sample for your inspection at home; indeed, I would appreciate the opportunity of sending any line of glass or china that you may contemplate needing.

Will you suggest how I can be of service to you? I can, and will, if you give me the opportunity.

Yours faithfully,
BASIL PORTER.

Announcing Demonstration in Store

March 6, 19 .

Mrs. E. Batt,
London Road, Kingston-on-Thames.

DEAR MADAM,

We are glad to be able to inform you that we have made arrangements for a series of demonstrations of cake-making to be held all next week, and we feel sure that however skilled in this art you may be, you will be interested to call one day.

The demonstrations take place twice daily, at 11 and 4, and will be

conducted by a celebrated expert on the staff of Messrs. Brown & Brown's, the well-known manufacturers, who have introduced a new cake powder that is quite unique in its properties. Although the demonstrations will be carried out with this powder, we believe you could obtain many hints even if you do not desire to use it in your own cooking.

Yours faithfully,
ABBOTT BROS.

Special Display of Corset-making

March 15, 19 .

Mrs. Kilbride,
Edgcliffe Road, East Sheen.

DEAR MADAM,

During this week we shall be making corsets upon the premises, and we shall be glad if you will be kind enough to pay us a visit of inspection, so as to view the method and material of manufacture for yourself.

These corsets are warranted unbreakable, made with triple steel busks and side supports, in all sizes and shapes, in black and grey, the prices ranging from 1*s.* 11¾*d.* to 6*s.* 11¾*d.*

Yours faithfully,
ROBERT E. LEE & Co.

LETTERS *RE* SALES OF ALL KINDS

SALES of any sort afford particularly suitable opportunities for the sending out of circular letters, and this is especially so in the case of sales of any special nature. The ordinary January and Summer sales may perhaps be covered adequately by a simple printed leaflet, but such special sales as Matinée or One-Day sales, or other sales of an unusual character, undoubtedly require a letter explaining their object.

Moreover, even in the case of the ordinary half-yearly sale, the effect of the usual printed circular is often greatly increased if it is accompanied by a letter calling attention to it. Some firms, indeed, find it profitable to do away with the ordinary circular altogether, and send out a rather long letter mentioning about a score of specimen bargains, which are given as being typical of many hundreds of others to be inspected at the shop.

A follow-up letter during the actual progress of the sale, pointing out how desirable is a visit before the last day, is often very effective in whipping up further business before the sale closes. The private view idea can often be used with advantage in connection with a sale, and in such cases there is an obvious call for a letter of invitation to old customers, though the letter itself may be accompanied by a formal invitation card, if this is thought advisable.

Simple Announcement of Sale

July 16, 19 .

Mrs. Freeman,
Hereford Lodge, Fairview Road, Streatham, S.W.

MADAM,

On Monday next our great Summer Sale opens, and there are so many bargains that there is sure to be something you will want. Some of the bargains this time are so very exceptional that there will probably be rather a rush for them, and if you do not wish to risk losing the best, an early visit is advisable.

We cannot attempt to describe the bargains, for every department is affected, and practically all our lines are greatly reduced. It is really a great opportunity to replenish your stock in *anything*.

Yours obediently,
BROWN & HODGSON.

Letter *re* January Sale

January 2, 19 .

Mrs. Green,
Charlton Street, Orpington.

DEAR MADAM,

Our annual White Sale commences on Monday, January 5th, and this year there are even finer bargains than is usually the case.

We are particularly desirous of clearing our entire stock in many of our departments, and we have therefore made unusually drastic reductions in the price of nearly all our lines. Moreover, we have taken many opportunities during the past season of securing bargain lots, and all the remnants of these purchases will be offered at a very low figure.

The occasion will be a particularly fine one for obtaining all the details that go to form trousseaux and layettes.

The sale will remain open for three weeks, but if you wish to make sure of securing the pick of the bargains please call early.

Yours faithfully,
HARRIS & SON.

Letter *re* Summer Sale—Special Bargains

June 30, 19 .

Mrs. Green,
Charlton Street, Orpington.

DEAR MADAM,

In accordance with our regular custom we shall be holding our Annual Summer Sale from July 7th to July 21st, and we shall be offering the

whole of our summer goods at prices that show a great reduction off their original cost. *In some cases the saving offered is as much as one half the cost of the goods.*

We are obliged to make these sweeping reductions because we have decided that we cannot carry anything over to the next season, as we wish in future to hold an even larger stock than we have done in the past, and for that purpose we shall require every inch of our available space.

We should like you to know, therefore, that many of the bargains for this year will be quite unique.

Yours faithfully,
HARRIS & SON.

Special Sale on Account of Alteration of Premises

March 12, 19 .

Mrs. Bryant,
Watkin Avenue, Folkestone.

DEAR MADAM,

In consequence of the considerable structural alterations we are making in our premises, we are obliged to clear a large portion of our stock of high-grade furniture, and we have decided to hold our Annual Sale a little earlier this year than has been our custom in the past.

The sale will therefore commence next Monday, and, as you will see from the enclosed list, we are offering a number of quite exceptional bargains.

The very fact, however, that these bargains are so great, makes it all the more necessary that customers who do not wish to be disappointed should call early, before others have had time to secure the cream of the sale.

There are, of course, a large number of very fine bargains, but some of the reductions in price have been so drastic as to be quite unique in their nature, and these instances are not likely to remain after the first few days.

Yours faithfully,
HOBBS & HENDERSON.

Announcing Regular Matinée Sales

March 15, 19 .

Mrs. C. Jenkins,
Egginton Street, Birmingham.

DEAR MADAM,

It is the secret of successful shop-keeping to spread one's trade over every day as equally as possible, and thus to avoid slack periods when the staff has habitually but little to do.

In view of this fact, and of the fact that Tuesday afternoon has for long been a slack period in Birmingham, we have decided to hold at that time every week a Matinée Sale. This means, that from 2 o'clock till 6.30 on every

Tuesday afternoon till further notice a large number of articles taken from our regular stock will be offered at a reduction of from 10 per cent. to 30 per cent.

These goods will be marked with a special green ticket, showing the ordinary price and the reduction, and only a certain number of articles in each line will be offered at the reduced price.

We would point out that this is an exceptional opportunity to obtain guaranteed goods at sale prices, as the articles offered for sale will be taken from our ordinary stock, and will in no way represent special sale or out-of-season lines.

The first Matinée Sale will take place next Tuesday, and we believe you will find it interesting. Please come.

Yours faithfully,
ANGUS & CLARK.

Special One-Day Sale

March 10, 19 .

Mrs. F. Thomas,
Temple Avenue, Leicester.

DEAR MADAM,

In view of the exceptionally prosperous season, during which this firm has broken all records for the business, we have decided to commemorate the event by holding a special One-Day Sale next Friday. On this day a large number of lines from every department will be offered at considerable reductions.

These lines will be marked with special red Sale Stars, and all star goods will be reduced at least 10 per cent. in price. They will be taken from the regular stock, but only a limited number of articles of each kind can be sold at these prices. We shall thus in some measure share with our customers the prosperity they have brought to us.

Whether you actually require anything at the moment or not, we think you will find it is an exceptional opportunity for some quite out-of-the-way bargains.

Yours faithfully,
TOOMBES, LTD.

Open Letter announcing Sale at Close of Business

August 10, 19 .

To our past, present, and future customers.

It is not without regret that we write to acquaint you of our intention to close this business upon the expiration of the present lease of the premises, September 29 of this year.

The whole of our extensive, up-to-date stock, very largely our own manu-

facture, with floor coverings, bedsteads, etc., etc., including machinery, fittings, and fitments at our works, will be cleared at greatly reduced prices, in some cases one half the original cost for cash; and we would respectfully suggest that you pay us a visit of inspection while some of the popular lines remain.

We can assure you we shall always remember with feelings of pleasure the friendly relations that have for so many years existed since we commenced business in 1884.

Wishing you every success and future happiness,

We are,
Very faithfully yours,
HOBBS & CARTER.

Announcing Weekly Remnant Sales

June 5, 19 .

Miss Phillips,
Libra Road, North Finchley.

DEAR MADAM,

During every day's business a certain number of lines are reduced so much in quantity as to be only saleable as remnants, and we have decided in future to collect all these remnants and have a special Weekly Remnant Sale, when any remnants will be obtainable at 4*d.* in the 1*s.* off.

These remnant sales will take place every Monday, and you will probably find that you will then be able to pick up many bargains that will be of great use to you, although you have been able to obtain them at such a low price.

The first remnant sale takes place next week. Will you be there?

Yours faithfully,
WEBBER BROS.

Announcing Remnant Day

February 8, 19 .

Mrs. Robins,
Nether Street, Brixton.

DEAR MADAM,

Our Annual Sale has this year been such a great success that we have even more remnants than usual, and consequently our remnant day on Friday next will contain an unusually large number of items. All these are being cleared out at half-price, and for the convenience of our customers we are marking all remnants with a red ticket, so that there can be no difficulty in distinguishing which are the half-price goods.

We hope you will be able to call fairly early in the day, as we are afraid the best of the bargains will be picked up very rapidly, and we should not like you to be disappointed.

Yours faithfully,
W. & F. CHAZNELL.

Warning of Close of Sale

Mrs. Robins, *February* 6, 19 .
Nether Street, Brixton.

DEAR MADAM,

We should like to remind you that our Annual Sale closes this week, so that if you wish to take advantage of the remarkable reductions we have been able to make, it would be wise not to let this opportunity escape your memory.

Although the sale has been a record success, there are still many bargains to be picked up, and we do not think you would regret the time spent in calling, even if you have nothing definite in your mind at the moment.

Yours faithfully,
W. & F. CHAZNELL.

Notice of Sale being closed Early

Mrs. Robins, *February* 14, 19 .
Nether Street, Brixton.

DEAR MADAM,

We beg to inform you that our Sale this year has been such an enormous success that we are obliged to close it a week earlier than we intended, simply because our stock has very nearly been sold out. We shall therefore definitely close the sale next Saturday.

There are, however, still plenty of bargains if you are thinking of calling to-morrow (Friday), but at the rate they are going at present we shall be practically cleared out by Saturday evening.

Yours faithfully,
W. & F. CHAZNELL.

Notice of Sale of Furs

Mrs. May, *March* 27, 19 .
Denmark Villas, Southsea.

DEAR MADAM,

Rather than keep our stock of furs till next season we are arranging to sell our entire stock at great reductions, so that all our customers may have the benefit.

The stock ranges from all prices, and we should urge you to pay an early visit if you would like to inspect them and to see whether there is anything that appeals to you.

Yours faithfully,
CROMPTON, LTD.

Notice *re* Sale of Special Bargain Lot

September 20, 19 .

M. Browning, Esq.,
Paynesfield Avenue, Brentwood.

DEAR SIR,

Did you notice the large show of easy chairs by Messrs. Jones at the Imperial Exhibition which has just closed? You will be glad to hear we have been able to obtain this entire stock at such a price that we can offer them at half-price.

The chairs will be on view in our warehouse from Monday onwards, and many of them show practically no signs of wear. They are of first-class manufacture in every respect, and we think you will be wise to take this opportunity of securing a very fine chair at what would be a low price for the shoddiest of imitations. There are only fifty of these chairs in all, so that they are not likely to last more than a few days, and we would urge you not to delay if you intend to call.

Yours faithfully,
MOORE & SON.

Special Sale to make Space for New Stock

September 14, 19 .

A. C. Oakley, Esq.,
Syon Crescent, Kilburn, N.W.

DEAR SIR,

In order to provide for a larger stock of goods in every line, I am holding a special sale during the next two weeks of garden implements of all kinds, which I am offering in many cases at very heavy reductions.

They are all in perfect condition excepting for a few lines which have been displayed in the window and whose paint is slightly chipped. Otherwise they are unsoiled, and the only reason for the sale is that I wish to carry during the winter a larger stock of other goods than I have hitherto been able to. Among the goods in the sale are a special line of rollers at 21*s.*, lawn mowers from 13*s.* 6*d.*, etc.

(*Paragraph here giving a few details.*)

Yours faithfully,
WALTER FITTOCK.

Sale of Exhibition Stock

September 15, 19 .

A Carlton, Esq.,
Spring Grove, Isleworth, W.

DEAR SIR,

As the International Exhibition has just concluded we are offering next week the entire stock of our exhibit at that Exhibition at great reductions.

This stock is in perfect condition except for a few superficial blemishes on certain of the articles. The great majority of the articles might indeed be sold as new without any possibility of detection, but we prefer to offer this opportunity to our customers of obtaining the goods at a bargain price.

Naturally the stock offered is only small, and the reductions are so great that we feel sure that you will not grudge the time you have given for an early visit.

Yours faithfully,
GOLDSMITH BROS.

Sale of Bankrupt Firm's Stock

March 12, 19 .

Mrs. Drummond,
Mallison Road, Chelsea, S.W.

DEAR MADAM,

We are glad to be able to inform you that we have just concluded arrangements to buy the complete stock of Messrs. Jones Brothers on such low terms that we are able to offer them to our customers at prices that represent a saving of as much as 50 per cent. off the original price.

We shall be offering this stock in our warehouse on Monday the 15th, and as some of the more important lines comprise only a few examples, they are almost sure to be taken up quickly, so that we would impress upon you the desirability of making an early call if there is any chance of your requiring these goods.

Although these are sale lines, we have made such careful inquiries as to the class of goods comprising their stock that we are able to offer them with the same straightforward guarantee that goes with all our own goods, namely, satisfaction or your money refunded.

This is really a quite exceptional opportunity and we hope you will be able to call and look round the stock even if you do not at the moment think of making a purchase.

Yours faithfully,
LINTOTT, SON & Co.

Letter enclosing Half-Yearly Sale List—Popular Style

January 15, 19 .

Mrs. H. A. Westmoreland,
Beaufort Street, Harringay, N.

MADAM,

We beg to submit an abridged summary of some of the goods we offer at our sale. We only have these sales twice yearly at the times when manufacturers have cleared their stock for stocktaking, and when you get these semi-annual circulars the goods are here and it pays you to buy them.

We do not rely on window displays, but prefer customers to walk in and handle the goods even if they do not buy, as we are certain of the values we are offering.

With the exception of engaging experienced hands our expenses are kept as low as possible, for we find that experienced assistants are an asset of value, and assist us in protecting our clients from goods of doubtful texture. We are thus enabled to work at a small profit.

It is only by personal visits to the seats of manufacture that we get these lots at these special prices, and no item is too small for us or too large if the price is right. The results of this policy are offered to you at these sales. We ask you to visit our establishment, and if any cause of any kind for complaint arises, to tell us. We desire to please every visitor.

Our terms are cash and the best possible value, with no bad debts to provide for, as we consider purchasers paying cash should not be burdened so as to cover other people's debts.

We invite you to examine the goods, without undue pressure to buy, and, assuring you of every attention and satisfaction,

We remain, yours truly,
OWEN & GRIGGS.

Letter sent out by Firm of Ladies' Tailors between Seasons

January 3, 19 .

Mrs. R. J. Batch,
Elder Tree Cottage, Birch Street, Brixton.

DEAR MADAM,

BETWEEN-SEASON'S OFFER

January is our slack month. The costume department is very quiet. We therefore place before you a proposal which enables you to take advantage of this slack season with a distinct saving to yourself.

In order to keep all our workpeople with us, we are prepared to accept orders for costumes at prices that are virtually cost. We will make you a costume in any smart plain style for the *inclusive price of* 3 *guineas.*

We have made an exceptional purchase of real Scotch heather-mixture tweeds, and also have just received a large delivery of new materials, all of which we are using in this *special offer.*

This season we have a much larger staff, and are making a special point of delivery within a few days, and to fitting at the appointed time; also we are endeavouring to give the finest value obtainable.

Your orders will get the utmost attention owing to the absence of pressure and "rush" work.

Write for patterns now, and so obtain the best selection; we shall be only too pleased to send you them.

Yours faithfully,
HUTCHINGS, LTD.

Letter actually sent by London House holding Pyjama Sale, showing Style of Letter that takes the place of Sale List

January 31, 19 .

H. Hudson, Esq.,
Macness Avenue, Fulham, S.W.

DEAR SIR,

On Monday, February 3rd, we commence our 13th Annual Pyjama Sale, when we shall offer:

Lot 1. 5,000 suits of our Mercerised Smith's Pyjamas at 3 suits 20*s*] (sold throughout the year at 10*s*. 6*d*. per suit).

Lot 2. 1,200 suits of our *All-silk* Smith's Pyjamas at 3 suits 40*s*. (sold throughout the year at 18*s*. 6*d*. per suit).

Lot 3. 600 suits of Silk Mixture Smith's Pyjamas, at 3 suits 30*s*. (sold throughout the year at 15*s*. 6*d*. per suit).

Lot 4. 2,000 suits of *heavy* Ceylon Smith's Pyjamas, at 3 suits 20*s*. (recommended for present wear).

Lot 5. 1,500 suits of *heavy* Pure Wool Smith's Pyjamas, at 3 suits 30*s*. (recommended for present wear).

Patterns of each of the above qualities enclosed.

To save any misunderstanding, we would emphasise the fact that this February Sale is the only sale we have each year when our famous Smith's pyjamas can be obtained at above prices.

These genuine Smith's pyjamas can *only* be purchased at Smith & Brown's (Gentlemen's Department).

More Smith's pyjamas are sold annually than all other makes combined.

We will willingly send any of the pyjamas on approval on receipt of a deposit or reference to a London house of business if you have not an account with us.

Yours obediently,
SMITH & BROWN.

Similar Letter sent by Another London House

February 25, 19 .

Mrs. Hudson,
Macness Avenue, Fulham, S.W.

DEAR MADAM,

An important Three-Day-Sale in several of our departments takes place on Monday, Tuesday, and Wednesday next, the 28th, 29th, and 30th instant.

This is a genuine clearance of our regular stocks. Every garment has been made on the premises. In many cases the goods offered are marked down below our actual making costs in order to ensure a complete clearance of over-stock. You should not miss this unprecedented opportunity.

Here are some examples of value:

GENUINE TAILOR-MADE COSTUMES—

25 fine navy serge walking suits, reduced from 75*s.* to 55*s.*
20 fine navy serge Paris-model costumes, reduced from 105*s.* to 79*s.* 6*d.*
50 smart costumes in whipcord (various), reduced from 75*s.* to 55*s.*

RAINCOATS—

50 showerproof Raglans at 25*s.*, reduced to 18*s.* 11*d.*
43 guaranteed rainproof Raglans at 42*s.*, reduced to 33*s.* 9*d.*

DRESSES—

A few three-piece gowns, reduced from 7½ guineas to 5½.
All dresses slightly reduced in price during sale.

On each sale day the doors will be opened at 9.30 sharp, and in order to obtain the pick of an unusually fine stock an early visit is recommended.

Yours faithfully,
SMITHSON'S, LTD.

Buying New Business—Opening Sale

November 5, 19 .

B. Boss, Esq.,
High Street, Ashton-under-Lyne.

DEAR SIR,

On Thursday, the 10th of November, we shall be definitely taking over the stock and goodwill of the business hitherto conducted by Messrs. Jones & Jones. This considerable increase to our business will enable us to offer even better service than before, and the new conditions will be inaugurated by a great sale of their complete stock at something like half their original prices.

This sale will afford you a remarkable opportunity if you are thinking of purchasing any articles of furniture, as the few items in the enclosed sale list

will prove. They are only typical examples chosen at random out of several hundreds.

This sale will start on Monday at 9 a.m.

Yours faithfully,
THOMPSON & SON.

Invitation to selected Customers to Private View of Sale

June 26, 19 .

Mrs. Bennett,
Station Street, Streatham, S.W.

MADAM,

As one of our regular customers, may we invite you on Monday morning to a private view of our Summer Sale.

The sale does not open to the general public till the afternoon, but some of the bargains this year are so exceptional that we wish our regular customers to see them first. It will also allow them to look round the sale in greater comfort than would otherwise be possible.

If you can manage to be present, we would ask you to show the enclosed card at the door.

Yours obediently,
WM. BROWN & Co.

Card to read thus:

Messrs. William Brown & Co. invite the company of Mrs. Bennett at the private view of their sale on Monday, June 30th, 19 .
9 *a.m. to noon.* *Light refreshments.*

Another Letter *re* Private View of Sale

June 18, 19. .

Mrs. Mallinson,
Denver Road, Streatham.

MADAM,

During our Summer Sale, which commences this year on Monday, July 15th, we offer all our original French gowns and coats and skirts, some at half, and some even at one-third of their original prices.

As we have had the honour of serving you in this department, we should like to offer you a prior opportunity of securing your choice bargains before they are snapped up by the general public. May we invite you therefore to call any day during the week previous (commencing Monday, June 24th), for we prefer that our regular customers should have the first advantage. We would mention that during the sale every article in this department will be reduced in price.

Thanking you for the orders you have honoured us with in the past, and assuring you of our best attention in the future.

Yours truly,
HENRY HOBBS.

LETTERS OFFERING AND ACCOMPANYING WEEKLY LISTS, CATALOGUES, ETC.

THE question of sending out a letter with every catalogue or booklet is sometimes difficult to decide, and must depend in the majority of cases upon the size and expense of the booklet and the number of copies that are to be sent out. An accompanying letter adds slightly to the expense of the circularising, but nearly always it adds very considerably to the effectiveness of the booklet, and it is safe to say that while in the case of any but the cheapest of circulars it is wise, whenever possible, to send out such a letter, it should certainly be done if the book is in any way an expensive production.

Sometimes, indeed, it is wise to send a letter in advance of the book. Moreover, when the catalogue is a particularly expensive one, and it is desired to avoid any waste, it is sometimes a good plan to send a circular letter in advance asking for the return of a postcard, upon receipt of which the catalogue will be sent. When the catalogue is not so expensive, more names will be obtained if the postcard is only asked for in the event of the catalogue not being wanted.

Even where a letter is sent in advance, it is wise to accompany the catalogue by a further letter.

Another successful method of obtaining names to which to send a catalogue is to write to customers and ask their advice on the matter, inquiring whether they think that such a booklet or catalogue would be interesting. Such a letter will receive a fair number of replies, but it will, of course, be the intention of the retailer to issue the catalogue in any case. This plan of taking advice from customers is particularly suitable for weekly or monthly lists.

Curiously enough, it is sometimes found that the effectiveness of an expensive catalogue is increased considerably if a letter is afterwards sent asking for its return on the plea that the retailer has none left for customers who have asked for further copies. It seems that the very fact that the catalogue has met with such a demand that the retailer has to ask his customers to return their copies, makes the recipient of the letter realise that the catalogue must be interesting. Such a letter, however, can only be sent out very occasionally by the same firm, and must be worded with the greatest care, so as to ring true and to avoid giving anything in the way of offence.

Letter sending Booklet

March 4, 19 .

S. Hiole, Esq.,
Harewood Street, Lee, S.E.

DEAR SIR,

You are no doubt accustomed to receiving booklets and circulars of one kind and another, and your first impulse may be to lay them aside without giving them a further thought.

The present is one of those occasions when second thoughts are best, because the booklet I have pleasure in sending you herewith is not by any means an ordinary one. It contains a fund of useful information on an interesting topic—how to dress correctly and economically—and I suggest that it is worthy of being placed in a prominent position on your desk for ready reference.

In addition to being of some service to you, I hope my little brochure will have the desired effect of impressing upon your mind the desirability of placing your next order for a suit or an overcoat with me, in which event you may rely on receiving my personal attention.

With compliments,
Yours faithfully,
KEMP & WALTERS,
F. WALTERS, *Director.*

Letter before sending List

November 18, 19 .

Mrs. W. Lovegrave,
Upper Street, Catford, S.E.

DEAR MADAM,

I hope within the next few days to receive from the printers my special list of Christmas goods, and as soon as the first copies arrive I shall take the liberty of sending one for your perusal and inspection. Meanwhile, may I venture to suggest that you defer making your purchases of this class of goods until you receive it; for I have this year been able to make such advantageous purchases that I feel confident you will find the value I am able to offer will appeal to you very strongly.

Pending the arrival of the list, however, I hope you will not hesitate to drop in and see the actual goods themselves, as however well written a list may be, it can give you no real idea of their quality.

Yours faithfully,
GEORGE MASKELL

Letter getting Names for proposed Monthly List

August 24, 19 .

Mrs. Y. T. Spindlelow,
Raleigh Terrace, Lee, S.E.

DEAR MADAM,

Many of our customers have suggested that we should publish a short monthly price list, including in it those goods that are in greatest demand at the moment, as well as such articles as have for any reason shown alteration in price.

Such a list, of course, means a considerable expense, and before deciding actually to issue it we wish to make sure whether our customers would really find it of use.

We therefore enclose herewith a stamped addressed postcard, and would be very grateful to you if you, as one of our valued customers, would let us know whether you think such a list would be of any use or interest to you. We feel that your opinion on this matter would be of great use to us, and we hope you will not mind us asking you to drop the stamped postcard in the post at your earliest convenience.

Yours faithfully,
WELLS & CLARK.

Letter sending First Issue of Periodical List

September 3, 19 .

Mrs. Y. T. Spindlelow,
Raleigh Terrace, Lee, S.E.

DEAR MADAM,

Please accept our apologies for never having thanked you for your kindness in answering our letter about a monthly price list.

We are glad to say that it was the almost unanimous opinion of our customers that such a list would be interesting, and we have therefore continued our arrangements, with the result that we are able to send you herewith the first of these lists.

It is, of course, impossible to include in such an abridged list anything like a full range of our stock, but we have tried to include the articles you are most likely to need, and we hope you will find the list sufficiently interesting to be worth looking through every month.

If there is anything else you think should be included in the list, may we say how grateful we would be to you if you would drop us a line. At present we are novices at this work, and the advice of our customers is the most valuable assistance we can obtain.

Yours faithfully,
WELLS & CLARK.

Requesting Permission to send List

Mrs. E. Pabert, *January* 24, 19 .
Southbrook Road, Taunton.

Dear Madam,

At the request of many of our customers, we are arranging to publish a monthly price list showing the ruling prices for all those goods mostly in demand, and featuring any special lines that we may from time to time receive.

Among the provisional list of our customers that we have drawn up for the distribution of this list we have taken the liberty to include your name, but as we do not wish to trouble you, if you would rather we did not do so, we enclose herewith an addressed postcard which we would ask you to send us, only if you do not wish to receive a list.

We hope, however, you will allow us to retain your name, as we feel sure you would find this list interesting as an excellent means of keeping *au fait* with any fluctuation in prices and the coming of new articles into season. If we do not receive the card we shall take it that you have no objection to our sending you the list.

Yours faithfully,
Fuller, Son & Co.

Alternative Letter sending First Issue of Monthly List

Mrs. E. Pabert, *February* 3, 19 .
Southbrook Road, Taunton.

Dear Madam,

As promised in our letter of last week we are glad to send you herewith the first issue of our new monthly price list, and we hope you will find time to glance through it and note the various changes in prices and the various new additions to our stock.

We shall try to treat this list as an editor treats his magazine, and to make each issue more interesting and more useful than the previous one. We hope, therefore, you will find it of such advantage to you that its appearance each month will be welcome.

Yours faithfully,
Fuller, Son & Co.

Letter promising General Catalogue

E. Askew, Esq., *July* 14, 19 .
Fore Street, Mansfield.

Dear Sir,

At various times in the past we have received so many requests from our customers for a general catalogue of our goods that we have just concluded

the task of drawing up a catalogue that will, we think, prove a great convenience to our numerous patrons.

We hope during the next few days to receive our first supply of these catalogues, and we shall take the liberty of sending you a copy as soon as the first delivery comes to hand. May we hope that you will find it sufficiently interesting to be worth your preserving for future reference?

Yours faithfully,
COLEMAN BROS.

Letter accompanying Catalogue

July 20, 19 .

E. Askew, Esq.,
Fore Street, Manchester.

DEAR SIR,

We are glad to say we have just received the first batch of our new general catalogue, and we take the liberty of sending you a copy to-day under separate cover. We think you will find it interesting, and we venture to suggest that it will be worth your while to keep this copy in a place where you can find it upon any future occasion when you are contemplating the purchase of furniture of any class.

Yours faithfully,
COLEMAN BROS.

Letter accompanying Sale List

July 18, 19 .

Miss W. Beck,
The Park, Somerset.

DEAR MADAM,

Enclosed we have great pleasure in sending you an advance copy of our special sale catalogue containing descriptions of just a few of the many remarkable bargains we shall be offering.

When we open our doors for that sale we hope it will prove to be the greatest sale we have ever held. The bargains are so many and so varied that no list we could possibly issue could give you any real idea of the remarkable opportunities this sale will hold for you.

We hope, however, it will give you just sufficient particulars to whet your appetite, and to induce you to pay an early visit to our establishment.

Yours faithfully,
MASON & CARTER.

Letter accompanyi ng Fashion Booklet

Mrs. H. Rawling, *October* 5, 19 .
Brook Street, Cornwall.

DEAR MADAM,

The enclosed little booklet shows you a few of the new season's millinery fashions, and we hope for that reason you will find it worth your perusal.

No black and white illustration nor written description could possibly indicate to you the smartness and style of some of these models, and even if you do not particularly care for their appearance as they are shown in the book, we hope you will take the opportunity of coming to inspect them. At the same time we have tried to make this booklet give you some idea of the style of the new fashions, and we hope we have succeeded at least so far as to make it of interest to you.

May we ask your acceptance of this book without any idea that its receipt places you under an obligation to us of any kind.

Yours faithfully,
DIGMAN & JANSEN.

Letter getting Names for Expensive Catalogue

Mrs. C. M. Dorer, *March* 4, 19 .
Burrell Road, Belvedere, Kent.

DEAR MADAM,

We are shortly publishing a special *de luxe* book of the season's fashions illustrated throughout in colours by well-known artists, and bound in handsome boards.

This book we are arranging to present to those of our customers who would like a copy, but as its preparation is expensive, we do not wish to print more copies than will actually be needed, and we should be glad if you would let us know on the enclosed postcard whether you would like to receive a copy.

Yours faithfully,
CHAPLIN & HUNT.

Letter accompanying Expensive Catalogue

Mrs. C. M. Dorer, *March* 16, 19 .
Burrell Road, Belvedere, Kent.

DEAR MADAM,

As promised in our letter of recent date we are sending under separate cover a copy of our special *de luxe* book, "Fashions of the Spring," and we hope you will find it of real interest.

Speaking from memory we believe this book is quite a unique production, and we think it is well worthy of preservation, not only as a specimen of beautiful printing, but also as an accurate forecast of the season's fashions.

It may interest you to know that we have only printed a strictly limited edition of these books, and have already destroyed the plates from which they are printed, so that we shall not at any time in the future be able to duplicate them, and your copy therefore possesses a quite distinct, if not very great, intrinsic value. This alone should make it worth your while to preserve the copy.

Once more expressing a hope that you will find it of interest.

We remain,

Yours faithfully,

CHAPLIN & HUNT.

Letter asking for Return of Catalogue

Mrs. C. M. Dorer, *April* 6, 19 .

Burrell Road, Belvedere, Kent.

DEAR MADAM,

There has been such a great demand for our special fashion book that our stock has been completely exhausted, and we have, as you know, destroyed the plates, so that it is impossible to reprint a further edition.

At the same time we are continually receiving further requests for copies, and it has occurred to us that some of our customers to whom we sent copies may not have found it sufficiently interesting to be worth keeping. In such a case we are venturing to suggest that if the copies have not been destroyed they might be returned to us, carriage forward.

We do not for one moment wish that any customer should return her copy to us if it is still of the slightest interest or use to her, and we hope you will appreciate this fact. However, if you do not feel you would like to keep the copy we should much appreciate your kindness if you would return it to us and let us send it to some other of our customers.

Please, however, do not interpret this as a request for you to return the book if you have found it of the slightest interest. We should much prefer it to remain in your hands than to be returned to us.

Yours faithfully,

CHAPLIN & HUNT.

Answer to Inquiry for Catalogue

Mrs. W. R. M. Turtle, *July* 15, 19 .

Grove Green Road, Epping.

DEAR MADAM,

Your inquiry for a catalogue is in my hands, and I am very glad to have the opportunity of sending it. At the same time, please permit me to

point out that it does not contain a tithe of the things that are in stock, and that can be obtained in the *Leadless Glaze* and Table Glass.

A specialty for which I am noted the whole world over is the Old English, Hand-painted, Cottage Pottery, some coloured illustrations of which you will find on separate sheet in the centre of the book. Please note the extraordinary value of this ware, which is quite unique in its quaint beauty and charming colouring.

Another specialty is some exquisite reproductions of Old Spode Ware in dinner, tea, breakfast, dessert, and toilet sets; also glass of all kinds.

If you cannot find what you want, will you kindly let me have as near an idea of your requirements as possible, and it will give me great pleasure to send along some samples for inspection at home.

Yours faithfully,
WILLIAM CARNE.

Follow-up to Answer, sending Catalogue

Mrs. W. R. M. Turtle, *July* 22, 19 .
Grove Green Road, Epping.

DEAR MADAM,

I hope the catalogue sent reached you in good time, and was of some service, but you will readily understand how impossible it is, in so small a space, to give a complete idea of the very great variety of articles which can now be produced in the Leadless Glaze. If you can only favour me with a call at the depôt, it would give me great pleasure to point out the many new designs and selections in stock.

The depôt is easily reached from all parts by Tube, District Railway, or the motor 'buses, several of which almost pass our door. I feel sure a visit would well repay you, but should this be inconvenient, and you find any difficulty in ordering from the catalogue, I shall be delighted to send samples for inspection at home.

Please let me have your wishes in the matter, and every effort will be made to meet them wholly to your satisfaction.

Yours faithfully,
WILLIAM CARNE.

Second Follow-up, after sending Catalogue

Mrs. W. R. M. Turtle, *July* 29, 19 .
Grove Green Road, Epping.

DEAR MADAM,

I hope the catalogue sent at your request a short while ago reached you safely, and will prove of service.

It is impossible to convey to you the quaint beauty of the Old English

Cottage Pottery by means of pictures; it must be seen to be appreciated. A tea service (43 pieces), as recently supplied to the Queen, is only 10*s.* 6*d.*, which includes a large teapot, and can be had in five different patterns. The same thing in better quality ware is 12*s.* 6*d.* May I send you one? They are unique.

I sell Leadless Glaze Ware entirely on its merits, but you will be interested to know that every one who buys china from me is helping a good cause, namely, the movement for healthier working conditions in the Potteries by the elimination of lead glazing.

Allow me to suggest that you call some time, and look round the shop; you will find it well worth a visit, as it is quite different to the ordinary china shop.

Yours faithfully,
WILLIAM CARNE.

Enclosing List of Children's School Wear

April 20, 19 .

Mrs. Busby,
Boscombe Road, Leytonstone.

DEAR MADAM,

As the children will shortly be going back to school, you may be considering the question of renewing their school outfits, and we should like to point out that in such an event a visit to our juvenile department cannot fail to be of advantage.

We enclose herewith a short list showing how remarkable is the range of children's outfits of all kinds that we carry, and we feel sure that you would be interested in the quality and reasonable prices of these goods. They are all specially designed for the hard wear to which such clothes are subjected, but great care has been taken to avoid their being in any way clumsy.

Yours faithfully,
SMART & PORTER.

Sending List—Offering to send on Approval

December 1, 19 .

W. Ward, Esq.,
George Street, St. Leonards-on-Sea.

DEAR SIR,

In sending you this list of suggestions for your Christmas gifts, may I remind you that any of the articles appearing herein I will readily send on approval. The majority of the designs illustrated are registered, and cannot be obtained elsewhere.

Of course this list contains only an infinitesimal portion of my stock, and I can supply any class of article of jewellery that you require.

May I conclude by asking you when next you are passing to come and inspect the actual goods? I think you are sure to find something that will suit your taste.

Yours faithfully,
THOMAS RALPH.

Sending Cutting of Newspaper Report

May 13, 19 .

W. J. Mitchell, Esq.,
Bulverhythe Road, Huntly, N.B.

DEAR SIR,

As you may not have read the article on the "Dangers of Cheap Bedding" that appeared in the *Daily Newspaper*, we have obtained permission from the publishers to reprint it in booklet form, and we enclose herewith a copy.

If you will glance through it, we think you will find it not uninteresting, and it will certainly tell you something of our aims and our objects in making this development.

Will you spare the minute or so needed for the perusal of this little booklet?

Believe us, it will repay you.

Yours faithfully,
JUDGE & JUDKINS.

Sending out Booklet—Invitation to Trial

August 15, 19 .

C. F. Little, Esq.,
Hill Road, Dundalk.

DEAR SIR,

If you are one of those people who really appreciate a good cigar, will you spare the time required for reading this little book? It will well repay you, if it does nothing more than help you to know a good cigar when you get it.

For the cigars it describes *are* good cigars: cigars such as the greatest connoisseur could hardly wish to better. They may not be millionaire's cigars, but for their price they are wonderful value.

We have only a hundred boxes of these cigars, but next time you are passing drop in and try one out of a box we have opened specially for that purpose.

Yours faithfully,
GRIFFIN & FORD.

Letter to Customers sending Easter List

March 1, 19 .

W. Henry, Esq.,
Midland Street, Nottingham.

DEAR SIR,

Will you run through the pages of the enclosed booklet and see the new styles we are making up this spring?

As Easter is so early this year, it will be necessary to think about these things a little in advance of one's usual custom, and we should highly appreciate the courtesy if you would let us have your instructions in good time, thus preventing the delay occasioned by the "last-minute rush" which is bound to come.

We have very carefully selected the best of the new season's materials, and believe we have the finest examples of good-wearing and smart-looking cloth that it is possible to find anywhere.

As a guide to what is likely to be "correct" this year, we enclose our new booklet, which only to-day reached us from the printers.

We should like to thank you for your past patronage, and assure you of our personal interest and attention always.

Yours faithfully,
THE NOTTS CLOTHING COMPANY.

Similar Letter to Non-Customers

March 1, 19 .

Albert Anderson, Esq.,
Central Road, Nottingham.

DEAR SIR,

The early coming of Easter this year makes it necessary to think of matters sartorial somewhat sooner than is our custom.

That is why we are sending you a copy of our new booklet, which we only received from our printers to-day.

It illustrates what we believe will be the "correct" styles for the spring and summer, and it is with the hope that you will give us a trial order that we send it.

We shall do our best to please you as regards material, cut, and fit, and we are confident that our ability, as tailors of high-grade work only, will give you such satisfaction as you have never experienced before.

May we post on patterns—will you write us—to-day?

Yours faithfully,
THE NOTTS CLOTHING COMPANY.

LETTERS ASKING FOR AND ANSWERING COMPLAINTS

NOMINALLY, at least, every shop pursues a policy of always endeavouring to please its customers, and although this policy is not always carried out with the amount of enthusiasm that might be desired, it is wise occasionally to send out a letter asking customers if there is any complaint that they have to make about the service given to them. John Wanamaker, the greatest retailer in America, if not in the world, always acted on the principle that the customer is always right, and he succeeded in building up a marvellous business largely because of his adherence to this principle. It is pleasing to notice that this principle is becoming more widely recognised every day, and that many firms in this country now make it a firm rule to do as the customer wishes, even though they know, and could prove, that the customer is wrong.

Such a policy does not, however, necessitate the continual eating of that commodity known as "humble pie." Letters answering complaints should be quite polite, but they should also be quite dignified, and they need not always admit that the fault is on the side of the firm. Their tone should convey that they are only due to the unvarying desire of the firm to please its customers. Care must, however, be taken with such a letter to ensure that it does not seem ungracious in any way, or appear to be granting a favour grudgingly. No customer likes to feel that he is any way seriously indebted to a firm.

There are times, however, when a customer's complaint will have to be refused, not because granting it would mean a slight loss to the firm, but because that customer is notoriously a bad one in the habit of making frivolous complaints. In such cases the letter must be worded quite respectfully, but quite firmly. At the same time it must be remembered that the public as a whole are honest, and that a slight pecuniary loss over one transaction, if it leads to a gratified customer, will often prove a most effective advertisement.

Asking for Complaints—Emphasising Policy of Store

April 13, 19 .

P. Bannister, Esq.,
Mount Street, Chertsey.

DEAR SIR,

As one of our valued customers may we ask you very earnestly *always* to let us know if our service is in any way unsatisfactory? In our anxiety to please our customers, we are always glad to receive complaints where occasion has been given, as it is only by this that we are able to correct our mistakes.

Our one aim is never to make an unsatisfied customer, and every one of our assistants is instructed to welcome complaints of any kind with courtesy.

If, therefore, our service, or any goods we supply, are in the slightest degree unsatisfactory will you give us the opportunity of remedying our mistake?

Yours obediently,
THE CHERTSEY STORES.

P.S.—If you ever have to complain of incivility or inattention on the part of the staff please address your complaint to Mr. Hudson personally.

Offer to alter or take back Coat

March 15, 19 .

William Sanders,
Vine Street, Cannock.

DEAR SIR,

We are very sorry to hear that the fit of the tweed overcoat supplied to you is unsatisfactory, and we would ask you to return it to us at once so that we can if possible alter it or, if necessary, make you a new coat.

The last thing we wish is for a customer to accept anything with which he is not satisfied, and although we always use our best endeavours to ensure an excellent fit, it is unfortunately at times impossible, and in such an event we are always ready to take the goods back.

We can only express our regret that you should be put to this inconvenience, but we hope you will not hesitate to return the coat even if we have to remake it altogether.

Yours obediently,
MORGAN & SON.

Goods as ordered, but to be returned

August 15, 19 .

H. Lynton, Esq.,
Lyndhurst Road, Coventry.

DEAR SIR,

In reply to your letter to hand this morning, we would point out that although the goods despatched to you are quite in accordance with your order, we are of course quite willing for you to return them.

We find on reference to your first letter that it does not, as you suggest, stipulate for Big Tree Brand; otherwise we should of course have informed you that we do not stock that brand. However, if you will be so kind as to return the goods to us we shall endeavour to obtain the brand you desire, and credit you with the amount.

Yours obediently,
HOBSON & SON.

Letter *re* Damage in Transit—Disclaiming Responsibility

N. S. Martinex, Esq., *June* 8, 19 .
Frampton Road, Rhondda Valley.

DEAR SIR,

With reference to your letter of yesterday's date, we are very surprised to hear that the books reached you in a damaged condition, as these goods are very carefully packed before being despatched, and we have never yet had a case where our goods were damaged in transit.

We do not, of course, know whether you unpacked the books yourself personally, but if you did not we would point out that perhaps they were carelessly handled when first opened.

We are sorry we cannot make you any cash allowance for the damage, but if you will return the books to us carefully packed—if possible in the original packing—we shall see whether we can send you a perfect set in their place.

Yours obediently,
WHITBY, LTD.

Damage in Delivery—Offer to take back

H. Wharton, *March* 1, 19 .
Whitby Street, Lytham.

DEAR SIR,

We are very sorry to receive your complaint that the goods delivered to you yesterday arrived in a damaged condition.

We greatly regret this should be so, and have instructed our carman to call and collect the goods, when we will have much pleasure in sending you a perfect set.

Meanwhile, we should esteem it a great favour if you would let us know whether, in your opinion, this was due to faulty packing or to rough usage on the part of our deliverer. As we are always unable to know exactly in what state the goods reach our customers, we cannot tell with whom the blame lies, and for this reason it is sometimes difficult for us to prevent such an occurrence happening again. You would therefore be doing us a great favour if you could let us know this.

Yours obediently,
MAYCOCK & MARSH.

Delay in Delivery—Promise of Better Working

Mrs. Proctor, *July* 10, 19 .
Hornsey Park Road, N.

DEAR MADAM,

We regret to hear from our deliverer that you have had cause to complain of irregularity in the delivery of your groceries.

This question of delivery is one of our greatest difficulties, as, in spite of all our efforts to observe regular hours of delivery, special urgent orders are always being received that throw matters out of gear to such an extent that even the staff we purposely maintain for special deliveries is unable to cope with them.

We have, however, now made arrangements whereby all orders given to our carman on the afternoon round can be guaranteed delivery by 10 o'clock the next morning. Any articles specially required urgently can be ordered at that time, and will, when necessary, be the subject of a special delivery.

We hope these measures will remove any cause for complaint as to delivery, but their continuance depends of course upon whether our customers find the arrangement convenient.

Yours obediently,
LEWIS & PAINTER.

Apologies for Error in Account

May 15, 19 .

Mrs. W. G. Bouchier,
Bangor Road, Lichfield.

DEAR MADAM,

In reply to your favour to hand this morning, we must express our regret that our assistant should have made a mistake in the bill for your purchase in our Drapery Department.

We have gone into the matter and we find that your complaint is perfectly justified. We therefore enclose herewith P.O. for the amount of the error, and we hope you will accept our apologies for the mistake.

We should like also to express our gratitude to you for taking the trouble to point the matter out to us. It is our constant endeavour to make our service as nearly perfect as possible, and no mistake is too small to receive our close attention. But without the assistance of our customers we can do little.

Yours obediently,
ARTHUR HEISER.

Letter apologising for returned Goods invoiced

June 12, 19 .

E. Harvey, Esq.,
The Elms, Caterham.

DEAR SIR,

In reply to yonr esteemed favour I very much regret that you should have been charged with the toilet set which you returned to us. We have, however, now credited you with the amount charged, and trust that you will accept our sincerest apologies for any annoyance caused you.

Assuring you of our best attention to all future commands, and keenest endeavours to avoid any similar mistakes in the future,

I am,

Yours obediently,

B. RICHARDS, *Manager.*

Error in Change—Responsibility disclaimed

August 1, 19 .

M. Comerton, Esq.,
Wellington Avenue, Lichfield.

DEAR SIR,

We greatly regret to receive your complaint that you were given wrong change in our shop yesterday, but we regret still more deeply that you did not notice the mistake at the time of its occurrence, as it is unfortunately impossible for us to trace the mistake now, and we are therefore quite powerless in the matter.

In an establishment such as ours, with hundreds of small cash transactions being made every day, it is, we are sorry to say, impossible to do anything with regard to such mistakes if they are not pointed out at the time.

We hope you will accept our apologies and believe our deep regret that such an unfortunate mistake should have occurred.

Yours obediently,

ARTHUR HEISER, *Manager.*

Error in Change—Money enclosed

August 1, 19 .

P. Whithorn, Esq.,
Western Avenue, Chesterfield.

DEAR SIR,

We are very sorry that you should have had cause to complain of being given incorrect change in our establishment.

We have looked up our accounts for the day, and we find that your complaint is perfectly justified. We therefore enclose herewith P.O. for the balance, and we wish to express our deep gratitude to you for bringing the matter to our notice.

The mistake on the part of our assistant was quite inadvertent, and we are glad to be able to say that there was no intention on his part to defraud you.

Once more apologising for the inconvenience you have been put to,

We remain,

Yours obediently,

ARTHUR HEISER.

Error in Change—Cannot trace

August 1, 19 .

A. Appleton, Esq.,
Stamford Street, Lichfield.

DEAR SIR,

It is with great regret that we received your letter this morning stating that the change given you by our assistant yesterday was incorrect.

We have used every endeavour to trace the mistake, and are sorry to say we have altogether failed to do so. Our accounts for the day balance exactly, and there seems no way in which the amount could have been missed.

It is particularly unfortunate that you did not notice the error at the time, as the assistant who served you has been in our employ for several years, and is one whom we have hitherto trusted implicitly.

We greatly regret that under the circumstances we are afraid we cannot do anything in the matter, but we are very grateful to you for bringing it to our notice, as the principle involved is, of course, one of the greatest importance.

Yours faithfully,
ARTHUR HEISER.

Asking for Return of Unsatisfactory Goods—Impossible to exchange

June 20, 19 .

Mrs. W. Strike,
Windsor Road, York.

DEAR MADAM,

In reply to your telephone message, we greatly regret that the corset supplied to you should have proved unsatisfactory after such a short period of wear.

We should be glad if you would return it to us so that we can submit it to the manufacturers, though we are much afraid that they will not be able to do more than repair it, as they do not as a rule replace corsets after wearing.

At the same time we are much obliged to you for bringing the matter to our notice, as we always wish to be informed of any complaints, whether of service or of goods. Whenever it is at all possible, we like to replace unsatisfactory goods ourselves, although in this case we are unfortunately entirely in the hands of the manufacturers.

Yours obediently,
F. & G. GARRETT.

Offer to send Repairer—Impossible to exchange

March 2, 19 .

J. Knott, Esq.,
Trafalgar Road, Builth Wells.

DEAR SIR,

In reply to your kind letter, we are extremely sorry to hear that the chairs supplied by us some time ago did not prove satisfactory. We greatly regret that you did not trouble at the time to let us know, as we should have insisted upon exchanging them for you. It is unfortunately impossible for us to return them to the manufacturers now, and we beg you will allow us to send our repairer to examine them to see what can be done to remove all cause for complaint.

Unless we hear to the contrary, he will call on Tuesday next at about 2.30 p.m.

Yours faithfully,
YOUNG BROS.

Offer to exchange Unsatisfactory Goods

December 20, 19 .

L. Osborne, Esq.,
Foxham Road, S. Kensington.

DEAR SIR,

We must express our great regret to hear the stockings you bought at our sale a week ago have proved unsatisfactory, and if you will kindly return them to us we will gladly replace them by a new pair.

We cannot understand why they should have worn so badly, as we believe they represented a very special bargain, and we do not think you will have any trouble with the new pair. At the same time we wish to thank you for taking the trouble to tell us. So many of our customers do not think it worth while to inform us of such cases of unsatisfactory wear that we welcome all complaints very keenly.

Yours obediently,
WOOD & SONS.

Complaint *re* Delivery—Denial

June 5, 19 .

M. T. White, Esq.,
Cedar Road, Manchester.

DEAR SIR,

We are obliged for your favour of yesterday, and regret that you should have to complain that the books were not delivered to you as promised.

Our messenger informs us that the parcel was delivered to you at 2.30 p.m.,

being signed for in our messenger's receipt book by the servant, the initials being apparently A. E. S.

We hope you will find upon inquiry that this is the case, as we should be loth to believe that our messenger is deceiving us, and should this prove to be so it is, of course, a serious matter.

We should much appreciate a line to set our minds at rest upon this matter.

Yours obediently,
THURLEY & SONS.

Complaint *re* Non-Delivery—Explanation: Out of Stock

April 15, 19 .

T. Sears, Esq.,
Highfield Road, Gosforth.

DEAR SIR,

We much regret that you should have been inconvenienced by the non-delivery of the goods you ordered, but, as our assistant informed you, we had not the article in stock, and were obliged to send a messenger to the wholesale house from which we obtain these goods. Our messenger returned at 12.30 p.m., only to inform us that the wholesale house was also out of stock, and as this is the only house stocking this pattern it will be necessary to wait until a fresh consignment is received.

We can, however, obtain a pattern for you of something very much the same but of a slightly inferior quality. We did not like to send you this on Saturday, as your instructions were so very precise as to the quality required. If, however, the inferior quality would be of interest to you and you will let us know we could obtain them for you at an hour's notice.

Yours obediently,
FOSTER BROS.

Error in Delivery of Telephone Order

June 15, 19 .

J. H. Beardmore, Esq.,
Bore Street, Darwin.

DEAR SIR,

In reply to your message, we must apologise very deeply with reference to the mistake about your gloves.

Owing to the fact that our telephone was working indistinctly the assistant who took your order made a mistake as to the address, and understood that the goods were wanted for another customer of ours of the same name as yourself who lives in Pembroke Road.

The goods were accordingly sent out to him by special messenger, and in the ordinary course of events we would have learnt of our mistake at once and been able to send the gloves. Unfortunately, this gentleman was out at the

time, and we did not learn of our mistake until this morning. This, of course, is no excuse for our carelessness, and we can only express our great regret that you should have been put to such inconvenience, and our hope that you will never again have cause to complain of our service.

This, we may mention, is the first complaint we have had of non-delivery for a long time, and it is doubly unfortunate that it should occur just at a time when we had the pleasure of receiving our first order from you.

We hope you will give us an opportunity of showing you that this is not a fair specimen of our service.

Yours obediently,
ALFRED SISMAN.

Complaint *re* Delivery—No Answer to Knocks

August 5, 19 .

T. Pennington, Esq.,
Avenue Road, Golborne.

DEAR SIR,

We are sorry to receive your letter complaining that the goods ordered on Thursday were not delivered in time to be of any use.

We have taken the matter up with our boy, and he states very positively that he called three times during the afternoon—once at 3.30, then at 4.15, and finally at 6 o'clock—and at no time was able to make any one hear. We have never yet had occasion to distrust this messenger, and we hope you will inform us if his statements are not correct, but he states very emphatically that had there been any one in the house they would certainly have heard.

We hope we will be able to clear this up, as it is our constant endeavour never to disappoint a customer, and if our messenger is not telling the truth it is important that we should know.

Yours obediently,
P. DUNBAR.

Apology for Non-Delivery

January 8, 19 .

Major Gordon,
Queen Street, Southampton.

DEAR SIR,

We are extremely sorry that you should have had cause to complain of the non-delivery of the goods ordered by you on Saturday.

There is, of course, no excuse for your being put to this inconvenience when our assistant promised that they should be delivered, but Saturday is of course a short day, and it so happened that the delivery for your district happened to have gone out earlier than usual. At the same time, our assistant, on discovering this, should have at once arranged for a special

delivery to be made, as we try to make an invariable rule in our establishment never to break a promise.

We have given all our assistants very clear instructions in this matter, and we do not think you will have any cause to complain again.

If you were specially in need of the goods and now do not wish to keep them, we hope you will return them to our carter when next he calls, and we will credit you with the goods in our books.

Yours obediently,
GRUNDY, LTD.

Delivery of Wrong Goods—Offer to take back

Mrs. Spooner, *April* 18, 19 .
Wall Street, Pembroke Dock.

DEAR MADAM,

We regret that you should have cause to complain that the tea sent you was different from that ordered.

Unfortunately, we were out of stock of the Premier Brand, and although we sent to the other shops in the district it was impossible to obtain any. We therefore thought it wisest to send you the other tea.

There is no difference in price, and many of our customers prefer it to the Premier Brand, so we thought we would be fairly safe in adopting the course we did.

However, we are receiving a fresh consignment to-morrow, and if the tea is quite useless to you we will of course take it back.

It is the first time we have run out of stock of the Premier Brand for a long while, and we do not think you will have cause to complain again.

Yours obediently,
SMART'S STORES.

Misunderstanding as to Price

Mrs. Merton, *July* 10, 19 .
Boscombe Road, Highbury, N.

DEAR MADAM,

We are obliged for your letter to hand this morning, and regret that there should be any misunderstanding as to the price of the coat and skirt.

We are of course aware that when you called you mentioned the sum of three and a half guineas as the price you wished to pay, and we sent you a number of patterns to select from which would have worked out at that price. However, when making up the parcel we included a number of patterns of a superior quality, and these were very carefully marked with the higher price.

If you have preserved our letter enclosing the patterns you will see that we specially mentioned the difference in the price. We hope, therefore, that you will see your way to pass this invoice.

Yours faithfully,
P. & G. Orr.

Apology for Error in Statement

March 19, 19 .

H. Seddon,
Hill Road, Wigan.

Dear Sir,

We must apologise very deeply for the mistake in our statement. We have gone into the matter very carefully, and we find that the mistake was due to the carelessness of our assistant who mixed up the entries in our ledger. There is, of course, no excuse for such an error, and we hope you will pardon the mistake.

We enclose herewith an amended invoice, and we would ask you to destroy that previously sent you.

Yours faithfully,
M. Higginbotham.

Complaint *re* Incivility—Request for Further Particulars

November 10, 19 .

Mrs. R. Kaye,
Polwarth Crescent, Wakefield.

Dear Madam,

We cannot too strongly express our deep regret that you should have had cause to complain of the incivility of one of our assistants, as it concerns one of the cardinal principles of our establishment.

For the same reason, may we thank you very much for troubling to bring the incident to our attention, because it is such a serious matter that we naturally wish to sift it to the bottom. Could you, therefore, try to indicate to us which of our assistants it was? We shall, of course, take care not to let your name appear in the matter.

Once more expressing our deep regret, and awaiting your kind answer.

We are,
Yours faithfully,
Wills & Newcombe.

Complaint *re* Incivility—Apology

September 15, 19 .

Mrs. Morley,
East View, Halifax.

DEAR MADAM,

We are extremely sorry that you should have been treated with incivility by one of our assistants, and in offering our deepest apologies we can only say that upon our hearing of the occurrence, and investigating the matter, the assistant was at once dismissed.

We were of course sorry to have to take such a drastic step, but our reputation for unfailing courtesy and civility is too valuable to be risked for a moment. We do not think, therefore, you will have occasion to complain again.

With our deepest apologies for the occurrence,

We are,
Yours faithfully,
NICHOLSON & SONS.

LETTERS IN EMERGENCIES, FORLORN HOPES, ETC.

THE occasion for such letters as these occur very seldom, but there are times when a business is faced with disaster, unless some desperate step is taken to cause an immediate increase in the amount of orders received. At such a time the sending out of a letter conveying the facts quite frankly and quite truthfully, will sometimes prove successful. In one such case a letter stating that the business had only three months to run unless its trade greatly improved within that period, brought in 35 per cent. of orders, and 12 per cent. of promises of orders in the near future, with the result that the business was given a fresh lease of life, and eventually reached a position of success. Such letters must, of course, be worded with the greatest possible care, and must, in spite of the circumstances, be optimistic in tone. Obviously they should only be sent out as a desperate remedy for a desperate situation, when a firm is really in an extremely serious condition, because they may quite easily lose what custom the firm already enjoys.

Letter when Business is in Bad Straits

E. E. Bush, Esq.,
Hurst Road, Harrow.

DEAR SIR,

If you had put every penny you possess, every ounce of your energy, and the result of twenty years' hard experience, into a business, would it not cut you to the heart to feel that its existence was in danger?

If, moreover, in your own heart you were absolutely convinced that your goods and your prices were without the slightest doubt the best in your neighbourhood, would not you feel that the time had come for some desperate action if your business was faced with extinction, because, although you never lost a customer, new ones were too slow in coming?

I believe that you, Sir, like many others, have sometimes thought of giving me a trial. If you wish to do so, may I ask you earnestly to do so now, because, although my business is not in the state I have indicated above, it may be so in a few months' time. I have therefore taken the perhaps unwarranted liberty of sending this letter to one hundred of the gentlemen I most wish to serve. If but one quarter of my letters bring fruit I shall be satisfied.

Yours faithfully,
WILLIAM HURST.

Alternative Letter when Lease is running out

April 15, 19 .

Mrs. Townsend,
The Broadway, Hastings.

DEAR MADAM,

In three months' time the lease of these premises will run out, and I shall be faced with the necessity of coming to a decision as to whether I should renew this lease or not. I have therefore decided to write you one perfectly frank letter, because this decision partly rests with you.

I will make no secret of the fact that this business has not been as successful as I had hoped. I have a stock that I feel convinced is as wide, as varied, and of as high a class as any other firm in this neighbourhood, and I am offering it at prices which, when they are not actually lower than those of my competitors, are certainly as low. Yet, as far as I can trace, I have never had the great pleasure of serving you.

Will you, within the next fortnight, give me the opportunity of supplying some of your wants? I make no pretence; it is a matter to me of life or death as far as this business is concerned. Unless trade improves I shall be faced with the terrible necessity of closing the business for which I have striven so long and so hard. Will you give me this opportunity? I only ask for one chance; if my service is not satisfactory I do not ask you to come again.

Never before has trade been so valuable to me; never before could any customer come with as great a certainty of receiving our utmost attention. Is it worth your while to verify the truth of these statements?

Yours faithfully,
JAMES ARMSTRONG.

MISCELLANEOUS LETTERS SEEKING BUSINESS

THE occasions for sending out letters in connection with any retail business are so many and so varied that it is quite impossible to enumerate them all. The wide-awake business man will, however, be able to recognise them as they occur, and will know how best to take advantage of them. There are, however, certain points that hold good in regard to the writing of any letter, and these are worth illustrating. Probably the most important point to be observed in writing any letter is the construction of the opening sentence, as upon it depends very largely the question whether the letter will be read with care or thrown away unread. The kind of opening particularly to be avoided is that of the "We-beg-to-submit-for-your-kind-consideration" class. The following letters show many different styles of opening sentences, and they also illustrate various methods of working follow-up systems, special circulars, etc., etc.

Letter featuring Policy of Store

Mrs. A. Stokes, *August* 4, 19 .
Trinity Villas, Stamford Hill.

MADAM,

If complete and perfect satisfaction in the supply of your groceries is of interest to you, that is our promise.

If any of our customers ever is dissatisfied with anything we supply, we want her to send it back. If any egg, while not really bad, is not to her liking; if the butter is too salt, or not salt enough; if the tea does not seem quite as nice as the last, she is asked to tell our man, and our man is ordered to thank her and to take it back without cavil or demur.

If that is the sort of service you want, a whole-hearted desire to please our customers, we await your commands.

Yours obediently,
ROUGH & Co.

Circular Letter—Featuring Old Establishment

Mrs. Ford. *April* 15, 19 .
Castlewood Road, Norwood.

DEAR MADAM,

When you think of drapery we want you to think of Jones & Smith's. For not only have we been established in Norwood over twenty-five years, but we believe there can be no doubt that our stock is greater and more up-to-date than any other firm's in the neighbourhood.

We are able to make this statement with perfect truth, because during

all the years we have been established we have continually been extending our scope and experimenting with new methods and new sources of supply, so that we are now able to supply the latest goods in any line at the lowest possible price.

At the present moment, for instance, we have just received a consignment from Paris of the latest spring millinery, and we would ask you when next you are passing to drop in and inspect these remarkable models. You will not be importuned to buy.

Yours obediently,
JONES & SMITH.

Letter featuring Growth of Business

July 18, 19 .

Mrs. Elliott,
"*Gonville*," *Farm Street, Hounslow.*

DEAR MADAM,

When any one firm in a town grows bigger than all the other firms, some of which started business several years before it, there can be only one reason for its growth. It must mean that that house has served its customers better than the others—in quality as well as in price. For people will not continue to buy simply for the sake of cheapness. Nor will they continue to buy where they have to pay more for the same quality.

The reason for the growth of our business can therefore lie only in the excellence of our service, and we are content to let this fact be our only appeal for your business; but we would like to emphasise the fact that you are welcome to come to our shop to look round, even if you have no idea of making an immediate purchase.

Yours obediently,
STULES & STANTON.

Letter mentioning Advantages of a Change

March 15, 19 .

Mrs. Fletcher,
Clarendon Road, Birmingham.

DEAR MADAM,

While there are many advantages to be gained from continued patronage of a shop, it is sometimes unwise to let any one firm feel that it has the monopoly of your business.

In such cases there may be a danger that the firm may not consider it necessary to put forward such efforts to keep your trade as they do to a chance customer whom they wish to induce to come again.

We do not say this to induce you to change from your present butcher. We mention it because in this one respect only it is our principle always to

treat each of our customers as if she were a new customer. Every order given to us we make the excuse of endeavouring to win future business. Only thus do we feel is it possible to keep service up to the highest standard.

Yours obediently,
MUDD, SON & CO.

Letter on Advantages of Large Firm

May 8, 19 .

Miss Roberts,
John Street, Ledbury, Herefordshire.

DEAR MADAM,

A great deal is said nowadays about the large profits of the retailer, and the matter is of importance to you, because the profit the retailer makes affects the price to you. The smaller a business and the fewer its sales, the greater individual profit it must make, and the higher its price to you.

We, on the contrary, are enabled, by the size of our business, not only to be content with the smallest possible individual profit, but also to buy in larger quantities and sell more cheaply. That is the reason, and that only, why our prices are cheaper and our quality higher than most other firms in this neighbourhood.

Are these qualities that appeal to you?

Yours obediently,
PAUL & HIGGINS.

Letter featuring Advantages of Small Firm

March 8, 19 .

Mrs. Marsh,
South Parade, Watford.

DEAR MADAM,

The mere fact that our business is small, that we have no over-expensive premises to maintain and no over-heavy stock to carry, means that we can supply you at prices rivalling those of the largest London establishment.

But, more important still, it means that we can give you personal attention in every transaction. We can know your requirements, and we can serve them in a way that is impossible to a firm whose individual customers must be lost sight of among those of thousands of others.

Which is the service you want?

Yours obediently,
HURNEY BROS.

Follow-up to Circulars—Satisfaction Guaranteed

February 16, 19.

A. Newton, Esq.,
School Street, Highgate, N.

DEAR SIR,

As we have not had the pleasure of receiving an order from you, it occurs to us that there must be something about our service of which you are not quite sure.

We therefore beg to make you a unique offer, the best offer, in fact, it is possible to give to any buyer. If you will allow us we will make you a suit entirely at our own risk. When it is finally finished, you are under no obligation to take it unless you are delighted with it.

The suit will be cut individually for you, or in other words, made to your measure. It will be in any of the new styles you may choose. It may be lined in any way you like, and made of any material you care to select from over forty new suitings.

We make this offer because we are confident we can please you. You can readily see that otherwise it would be a disastrous policy. However, if you wish to accept this offer, may we trouble you to let us know within the next seven days. We enclose herewith stamped addressed envelope for your reply. Remember, it places you under no obligation whatever.

Yours obediently,
HOBSON & SONS.

Letter featuring Growth of Business

September 16, 19 .

T. Prescott, Esq.,
Erskine Terrace, Bury.

DEAR SIR,

The wonderful popularity of our Men's "Ready-for-Service" Clothing is clearly demonstrated by the large and rapidly increasing business that is being done. This increase has been so great, that we have been obliged nearly to double the size of the department.

The success of this section is due to the recognition of the enormous convenience of being able to purchase high-grade clothing that is beautifully made, and that will accurately fit four men out of every five at once, and without alteration.

We are having a special display in this section, commencing Monday next, September 23. If you will find time to call we shall be pleased to demonstrate the resources and practicability of our "Ready-for-Service" clothing for gentlemen—this with no obligation to purchase.

Yours faithfully,
WOOD & MEDLEY.

Letter seeking Orders on Slack Days

June 5, 19 .

Mrs. Reed,
West Bridge Lane, Tooting, S.W.

DEAR MADAM,

Are you aware that you can save 3*s.* in the £ on *your laundry bill.*

No doubt you know that in the majority of households linen is sent to the laundry on Mondays, and expected home on Thursday or Friday.

Under this system, a large percentage of the workers are only employed three or four days per week. We are anxious to provide a full week's work and wages for the whole of our hands, and with this end in view we are issuing our specially reduced price list for work to be collected and delivered as follows:

Linen collected Tuesdays returned the following Saturday.
„ „ Wednesday or Thursday returned the following Tuesday.

You will see by a perusal of the enclosed list that our prices are 25 per cent. (in some cases $33\frac{1}{3}$ per cent.) below the usual charges.

The work will be well done, and we are confident if you once send us a trial wash you will continue to send to us regularly.

Fill in the enclosed post-card and post to-day.

Yours respectfully,
THE WHITEHALL PARK LAUNDRY.

Circular-Letter by Plumber to Estate Owners and Agents

April 4, 19 .

J. Richardson, Esq.,
Shelley Street, Stamford Hill.

DEAR SIR,

When next you have an opening for plumbing work of any description may I hope that you will consider the service I can render you?

During the eight years I have been established I have been engaged in all kinds of practical work with almost invariable satisfaction. I have installed several hundreds of domestic hot-water systems without one single complaint, and any fixing, alteration, or repairs of such systems I can undertake with absolute confidence.

In cases where promptness is an important factor, such as the carrying out of Corporation sanitary or water notices, I think my services can be equally valuable. All I ask is an opportunity to estimate for the work, and if prompt attention and moderate charges are of any interest to you, I hope you will afford me an opportunity of putting my statements to the test.

I am, yours obediently,
WALTER MOON.

Yearly Follow-up for Decorating Work

A. V. Shaw, Esq., *March* 18, 19 .
Horringford Road, Coventry.

DEAR SIR,

Early last year we asked you whether you would be good enough to favour us with your orders for decorating work of every description, and we venture again to inform you that we should be pleased to arrange for one of our expert staff to call upon you with a view to submitting an estimate for any work you may require.

We should have pleasure in quoting you an inclusive price for the (*short details of work desired*).

We are, dear Sir, yours obediently,
MIDLETON & SONS.

Letter sending Patterns

A. Finlay, Esq., *June* 16, 19 .
Belgrave Road, Newington Green, N.

DEAR SIR,

The enclosed coloured designs of Lewis' Lino sent in reply to your request, are so varied in colour and pattern combination that you will find every form of room is catered for.

Should it happen that a broader variety of designs is necessary because of some special colour effect you desire, let us know your wishes and a further selection of designs will be sent immediately, and with pleasure.

If our great experience and expert knowledge of floor coverings can be of any service to you, please ask, and we will gladly assist you in any possible way to get the most perfect home-furnishing result you wish.

The sample of the actual material sent is to indicate the substance of the lino. It enables you to judge the fine quality, the softness, and the generous amount of the colouring used. Fuller details of what Lewis' Lino does and is, will be found inside the cover of our book of designs; but we especially call your attention to the durability and great beauty of this famous floor covering.

Yours faithfully,
LEWIS BROS., LTD.

Follow-up to Letter sending Patterns

A. Finlay, Esq., *June* 23, 19 .
Belgrave Road, Newington Green, N.

DEAR SIR,

A few days ago we had the pleasure of sending in response to your kind inquiry some prices and samples of our cork linoleum, and we trust these

have reached you. Doubtless you have the matter under consideration now, and we shall be favoured with your order in due course. Anticipating this, we beg to place our services at your disposal.

Should there be any points which are not quite clear to you concerning either our goods or our system of business, or should you experience any difficulty in arriving at a decision regarding the most desirable patterns or quality, we shall be very happy to advise you upon the matter, if you will be good enough to give us particulars of the room you propose to furnish with our linoleum.

We shall be glad to have an early communication from you, and again thanking you for your esteemed enquiry.

We are, yours truly,
LEWIS BROS., LTD.

P.S.—Further patterns will be gladly submitted if desired, or any further information supplied upon request.

Letter Developing Business among Hotels

June 14, 19 .

H. Adair, Esq.,
The Sibsey Hotel, Harrogate.

DEAR SIR,

We are very anxious to increase our provincial hotel service, and shall be pleased to fill a trial order.

For this purpose a selection of the best values from our many bargains are given in the following list:

No. 1. Primus Toilet Rolls—600 sheets to the roll.
Price per dozen rolls . . . . . 2*s.* 3*d.*
No. 2. White Toilet Soap—pure, milled, and super-fatted.
Box of one dozen tablets . . . . . 1*s.* 7½*d.*
No. 3. English-made, wire-drawn, fibre nail brushes in three dozen lots . . . . . 3½*d.* each.
No. 4. Papier mâché Trays.

These trays are particularly suitable for use in hotels and similar establishments, as they are very strong, durable, and extremely light in weight. They cause the minimum amount of noise, and are less likely to chip or damage china and glass. They are quite handsome in appearance, being finished in dark green and grained to represent wood, with gilt edges, and are made in the following sizes:

A.	12½ in. × 9½ in.	15*s.* 6*d.* per dozen.
B.	14 „ × 11 „	18*s.* 6*d.* „ „
C.	18 „ × 14 „	31*s.* 6*d.* „ „
D	20 „ × 16 „	38*s.* 6*d.* „ „

Two Special Cutlery Offers.

No. 5*a*. Sheffield Steel Table and Dessert Knives, made by a renowned Sheffield cutlery firm specially for us. The blades are fully guaranteed and perfect, and are fixed to balanced imitation ivory handles by screw tangs to prevent creeping . . . per doz. 7*s*. 6*d*.
Table and cheese sizes, same price.

No. 5*b*. We offer a limited quantity of the famous "Haddon" Cutlery. The blades are hand-forged and finished in the best possible manner. Screw tangs, imitation ivory balanced handles . . . . per doz. 9*s*. 3*d*.
Table and cheese sizes, same price.

We pay carriage throughout the British Isles.

Terms.—Cash with order or usual account references.

We enclose an addressed post-card. Will you kindly oblige us by glancing carefully through the above collection and indicating in space provided on this post-card the items which interest you, posting same, and immediately upon receipt we will despatch samples of those selected for your approval.

Should these samples not meet with your entire satisfaction, return them, carriage forward.

There is no obligation for you to purchase.

Yours faithfully,
NICKALL & ROBERTSON.

Letter calling Attention to Newspaper Advertisements

May 8, 19 .

W. Linford, Esq.,
Linden Road, Croydon, S.W.

DEAR SIR,

We are particularly anxious to interest you in the doings of this house, and would therefore direct your attention to our announcements that appear in the daily papers, which are, we consider, the quickest means of bringing to your notice, from time to time, particulars of our ever-changing merchandise.

Another point we would emphasise. We wish you to appreciate that it is our earnest desire to please—to please *you* and *your friends*.

All the comforts and amenities of this modern store—the Rest Lounge, Writing Room, Roof Garden, Information Bureau, and the beautiful Concert Organ we have had erected in our palm court, upon which recitals are frequently given—are here for your personal enjoyment and pleasure, and we wish you to have towards this house a feeling of proprietorship: to be quite at home whenever you call, whether it be to rest, to seek information on any point, or to make purchases.

Our departments have been arranged so that shopping can be done here

with the maximum amount of comfort; our service is refined and courteous; and we have every reason to believe that you will find pleasure and satisfaction in every transaction you have with us.

Yours faithfully,
NICKALL & ROBERTSON.

First of Circularising Campaign for Laundry

April 15, 19 .

Mrs. Harrison,
Carter Lane, Margate.

DEAR MADAM,

This is a good laundry, because it is a careful laundry; and realising that good work can only come from personal supervision, I devote myself to seeing that everything is done as I would like it were I a customer.

If you will send a p.c. to-day a van will call to-morrow, and your wash shall be returned perfectly cleaned on the day and at the time promised. If I fail to deliver to time I shall not ask you to pay anything. That of course makes me very careful, and is one of the ways in which the success has been achieved.

Why not send a post-card and try us?

Yours faithfully,
HERBERT LILLEY.

Second Follow-up

April 22, 19 .

Mrs. Harrison,
Carter Lane, Margate.

DEAR MADAM,

This morning or to-morrow your maid will be getting the things ready for the laundry. If you were not perfectly satisfied with those sent home last week I would appreciate it very much if you would allow me to prove that this is rightly termed "The Satisfactory Laundry." My service cannot be better, nor my charges less. Will you please give me a trial preparatory to appointing me laundryman to your household? I will serve you well, if you will.

Why not send a post-card to-day?

With compliments,
Yours faithfully,
HERBERT LILLEY.

Third Follow-up

April 29, 19 .

Mrs. Harrison,
Carter Lane, Margate.

DEAR MADAM,

I invariably retain the custom of any lady who entrusts me with a "trial wash," by carefully noting any particular instructions, and then having everything returned perfectly done. Those instructions need not be repeated, for they are recorded in the book. For instance, some men hate to have their shirt-fronts starched, but like stiff cuffs to an otherwise soft shirt. It is by attention to small details like this that this laundry is growing so rapidly. I shall appreciate it very much if you will allow me to prove that we can satisfy every laundry wish of your family. Will you ask for the van to call?

Why not send a post-card to-day?

Yours faithfully,
HERBERT LILLEY.

Fourth Follow-up

May 6, 19 .

Mrs. Harrison,
Carter Lane, Margate.

DEAR MADAM,

Most men are easy to please, easy to satisfy in a general way, as every woman realises, as every laundry-manager knows. If a laundry gives its bachelor and husband clients collars beautifully white, with no frayed edges, dress shirts starched and finely polished if they need it, soft shirts stiffened in the place the wearer desires, that laundry is bound to succeed. It is by attention to these little but important things that my laundry is progressing so rapidly. May I hope one day to receive a trial month with your weekly wash? Will you please ask the van to call?

Why not send a post-card to-day?

Yours faithfully,
HERBERT LILLEY.

Fifth Follow-up

May 13, 19 .

Mrs. Harrison,
Carter Lane, Margate.

DEAR MADAM,

I hope you will not deem me over persistent in bringing before

trial you will be pleased with the result, and remain a valued customer for a long, long time.

All that is needed to preserve linen goods in the wash is care, and it is by unceasing care that this laundry is growing so rapidly. Our prices are no higher than laundries without a conscience. Please believe that and prove it by testing.

Why not send a post-card to-day?

Yours faithfully,
HERBERT LILLEY.

First Letter of Tailor's Follow-up Campaign

October 28, 19 .

S. Talbot, Esq.,
Bouverie Street, E.C.

DEAR SIR,

Soon we'll be getting damp, dreary, dismal mornings, and foggy, cold, cheerless evenings, and that's when one feels the comfort of a warm, well-fitting overcoat.

Nothing keeps out the cold and damp like a warm coat, and we are specialising now in just the kinds that not only give real comfort, but are to be the correct thing this autumn and winter.

Besides these, however, we are showing and selling quite the best materials for winter suit wear, and we invite you to see our newest patterns.

It will pay you to become our customer, for our value is sound and our prices wonderfully low.

Will you, Sir, do one of two things? Come to us or send to us.

The enclosed booklet illustrates in an attractive manner many of our styles for autumn and winter wear.

Look it over, please, and then act on our suggestion.

Yours obediently,
(*Signed*) HELSTOW & SMYTHE.

Second Letter of Same Campaign

November 11, 19 .

S. Talbot, Esq.,
Bouverie Street, E.C.

DEAR SIR,

Quality is the first consideration of purchase.

It means value, and value stands supreme as the test of both selling and buying efficiency.

Selling efficiency is our ability to extend to you the same satisfactory service which has built our business, and made for us permanent clients.

Buying efficiency is your opportunity to prove our assertions, and show youself what real quality means.

Our "Tailoring Service" can give you the pleasing assurance and profitable knowledge of being always well dressed—and at a wonderfully small cost.

Why not ask us to send you patterns?

It means profitable economy.

Yours faithfully,
HELSTOW & SMYTHE.

Third Letter of Same Campaign

November 25, 19 .

S. Talbot, Esq.,
Bouverie Street, E.C.

DEAR SIR,

Inexpensiveness is the second consideration of purchase.

Apart from standing for sound economy, in our case it means a very low price for a high-grade article.

When, in these days of competition, price has perforce to be thought of, then the ideal combination is to be found in our offer of quality and inexpensiveness. (We wrote you the other day about the former.)

Mere assertion, however, will not prove the claim.

There is but one way of doing so—it lies in practical action. In other words, a trial of our service.

Call and see us, will you, and let us show you what economical value means, or drop us a post-card for patterns?

But do it to-day.

Yours faithfully,
HELSTOW & SMYTHE.

Fourth Letter of Same Campaign

December 9, 19 .

S. Talbot, Esq.,
Bouverie Street, E.C.

DEAR SIR,

Satisfaction is the general result of quality and inexpensiveness, both of which we wrote you about recently.

It is the outcome of the care and thought we endeavour always to give our clients, and represents what we should like you to experience.

If you think our efforts to provide that experience deserve the result we desire, why not acknowledge this letter either by a personal call or a request for patterns?

Quality, inexpensiveness, and satisfaction—that's the call that seeks to find you and make you one of our regular patrons.

We assure your instructions close attention.

Yours faithfully,
HELSTOW & SYMTHE.

Fifth Letter of Same Campaign

S. Talbot, Esq., *March* 9, 19 .
Bouverie Street, E.C.

DEAR SIR,

You will find in the accompanying small three-fold leaflet two patterns of cloth, which, if you will examine them carefully, you will agree with us are quite exceptional in texture and quality.

On the inside middle fold is our business policy. Please read it. It is no mere idle talk, but the expression of aims and ideals which we act up to always.

Then on the back of the leaflet is proof of our assertion—an unsolicited letter of appreciation from one of our clients.

There is only one thing we want you to do after reading this letter, and that is to post the enclosed post-card saying either that we may send you our fully illustrated booklet and further samples, or call on you personally.

Now, will you do it, and do it to-day?

Yours faithfully,
HELSTOW & SMYTHE.

Final Letter of Campaign

S. Talbot, Esq., *April* 29, 19 .
Bouverie Street, E.C.

DEAR SIR,

Summer—and with it the need for lighter clothing—is almost with us.

Holidays—and with them the desire for a change from the usual and possibly unsuitable clothing—are drawing nearer and nearer.

It doesn't do to leave these things till there is only just time to be fitted, and the work has to be hurried. It is so much better to let the cutter and fitter have ample time in which to do justice to their work.

No two persons are built alike, and it is those little peculiarities of each that, when intelligently studied, give the resultant garment that faultless appearance which is so desirable.

At the present moment we have a very fine selection of new and good wearing materials, and we would suggest that this is the time to look them over.

If you could call any time you are passing, we should be pleased to show you them "in the piece," or a selection will gladly be sent you if you will drop a post-card saying the style of thing you thought of having.

Will you?

Yours very truly,
HELSTOW & SMYTHE.

Another Series of Follow-ups by Tailor

Henry Hawkins, Esq., *January* 1, 19 .
Landport Road, Beckenham.

DEAR SIR,

Just as a bird is known by his note, so is a man known by the clothes that he wears. It may be considered that this is too strong a statement of fact, but it is not.

When it is considered that everybody in the business world assesses you, not at your real worth, but at what you look to be worth, the importance of proper clothing will be realised at once.

Yours faithfully,
POOLE & SMYTHE.

Second of Tailor's Follow-ups

Henry Hawkins, Esq., *February* 1, 19 .
Landport Road, Beckenham.

DEAR SIR,

Good tailoring need not necessarily be expensive tailoring, but cheap tailoring is always dear, no matter what the charge may be.

There is a cachet about our clothing that a man less experienced cannot give. Even when the clothes are old and worn out, a man still looks well dressed in one of our town-cut suits.

Yours faithfully,
POOLE & SMYTHE.

Third of Tailor's Follow-ups

Henry Hawkins, Esq., *March* 1, 19 .
Landport Road, Beckenham,

DEAR SIR,

The weather is just showing signs of a change towards the spring. You want something new, something fresh, something you have not had before.

May we have the pleasure of submitting to you a special kind of grey tweed, of which we have the sole distribution?

We have only a limited amount of which to dispose, and we should like you to have the opportunity of purchasing while there is time.

Yours faithfully,
POOLE & SMYTHE.

Fourth of Tailor's Follow-ups

March 15, 19 .

Henry Hawkins, Esq.,
Landport Road, Beckenham.

DEAR SIR,

This is a somewhat longer letter than I usually write, but I am deeply interested in the subject, and I think you will be interested to know my idea is, and has been throughout my business career, to combine a really good cut with moderate price.

There is no need to point out to you the difference between the well-cut suit and—the other.

The most personable man cannot "live down" a badly cut suit, but the really well-cut suit will do wonders for the least-likely man in a physical sense.

I have in my employ one of the best West End cutters (at a West End salary too, I may add), because I honestly believe I can make my ideal a paying proposition by the support of my patrons.

Will you favour me with a call to examine my new spring patterns? You will not be solicited to buy, for I have always been dead against this practice. I shall be quite content if you come out of mere curiosity.

I think you will be agreeably surprised at the tasteful design and range of my spring patterns, many of which are exclusive to me, and only to be bought in my establishment.

Yours faithfully,
for POOLE & SMYTHE.
HENRY POOLE.

Fifth of Tailor's Follow-ups

April 1, 19 .

Henry Hawkins, Esq.,
Landport Road, Beckenham.

DEAR SIR,

Dress stamps the man perhaps even more than it does the woman. A well-dressed man is always received wherever he goes, and if it is true that "manners maketh man," equally true is it, at the present day, that clothes go a long way towards it also.

We beg to enclose you samples of our new spring suitings, together with a note as to the cost of making these up. We do not think we need say more than that we are at your service in this matter.

Yours faithfully,
POOLE & SMYTHE.

First Letter of Series selling Electric Radiators

September 28, 19 .

H. Rees, Esq.,
Baker Street Mansions, W.

DEAR SIR,

There's an ideal in everything.

In heating it's electricity.

Just imagine the comfort, the delightful luxurious comfort of a warm, bright, cheerful fire at a moment's notice!

No waiting while it burns up, no burning waste after it is finished with. Just switch it on and enjoy the immediate warmth as long as you want it; then switch it off again.

There's no danger from fire, no cleaning up to do next morning, no dirty ceilings, and no unhealthy fumes.

Certainly an ideal home luxury, and so inexpensive—an Electric Radiator in your bedroom would probably only cost you 1*d.* or 1½*d.* a day—and think of the comfort on a cold winter night after the theatre or when rising on a chilly damp morning.

It's the very soul of economy, yet it's the essence of luxury, for with it you can afford a fire whenever you feel chilly—and in any room.

Why not get to know more about this by sending for our explanatory catalogue? It's free, and places you under no obligation.

Yours faithfully,
H. H. HOLMES, *Sales Manager.*

Second Letter of Same Series

October 11, 19 .

H. Rees, Esq.,
Baker Street Mansions, W.

DEAR SIR,

Did you receive my letter a few days ago?

In it I tried to tell you something of the new system of Electric Radiator Heating, and its many unique advantages.

Just think! You can switch on the electric current and have a bright, cheerful fire without dust, dirt, or trouble of any kind, and at a price as cheap as gas.

In the winter, when the sun is hidden for days togetner, an Electric

Radiator gives "warm sunshine," and its cheering warmth and light is the best way to banish "a fit of the blues," and improve one's spirits.

An electric fire is always ready, and you can have if for a few moments or for hours.

Its advantages over coal fires are absence of smoke, perfect safety, and no grate to tidy up next morning.

Over gas, absolute purity of air, and freedom from noxious fumes.

These are big advantages, and in your own interests are worth careful consideration.

Will you come and see them in actual use at our show rooms, or shall we send you one of our explanatory catalogues?

It's worth asking for!

Yours faithfully,
H. H. HOLMES, *Sales Manager.*

Third Letter of Same Series

October 25, 19 .

H. Rees, Esq.,
Baker Street Mansions, W.

DEAR SIR,

Free of all cost and obligation, may I send and fix the Electric Radiator marked with an "x" in the enclosed booklet, in your home?

You will then be able to test it for yourself and see if it is not all I claim for it.

If after a week's trial you do not consider I have made good these claims, then I will send an electrician to remove it at my expense, making no charge for the fixing, removal or use of it; simply just charging you for the actual current consumed.

I claim that our system of electric heating is more hygienic, cleaner, and more comforting than gas; and more than that, it's just as cheap.

Now, may I prove it—will you accept my offer?

Yours faithfully,
H. H. HOLMES, *Sales Manager.*

Letter offering Free Sample of Coffee

November 30, 19 .

Mrs. Wells,
Ilford Road, E.

MADAM,

Would you accept a small packet of *freshly roasted coffee berries*, just to enable you to see for yourself the difference between ordinary coffee and coffee as drunk abroad, and in our best restaurants?

This offer is made unconditionally, and I shall not worry you to buy. Personally I feel convinced that after you have tried these berries freshly roasted an hour before they reach you, you will never drink the ordinary stale coffee again.

A cup of coffee, to be stimulating, refreshing, and fragrant, must be prepared from the freshly roasted berries. This entails time and trouble in the ordinary way, but as I roast berries daily you need have no trouble on this score.

If you would accept this free sample may I ask you to fill in enclosed post-card.

Yours obediently,
THOMAS HUMPHRIES.

POST-CARD

Please send me a small free sample of your freshly roasted coffee berries, on the understanding that acceptance of your free-trial offer does not imply obligation to purchase.

Name .....

Address .....

Letter seeking Custom for Tea

April 8, 19 .

Mrs. Doherty,
Mona Road, Cardiff.

DEAR MADAM,

Have you noticed that the tea you have been having lately has gone off in flavour compared with what you had a year or so back?

The cause is a very simple one. The newer growths of very delicate flavour, from modern fields of culture, have been ignored by the steady-going, old-fashioned houses. The consequence has been that, now they have woken up to their loss, they have had to be content with what the more up-to-date and alive buyers of to-day have left them.

We are experts in tea blending, and we would like you to prove this for yourself with our "Golden China" tea.

Yours faithfully,
NEWCOME & Co.

Another Letter *re* Tea

April 8, 19 .

Mrs. Doherty,
Mona Road, Cardiff.

MADAM,

You will appreciate the difference between a cup of tea and a good cup of tea.

To be really enjoyed tea should be the best, and it is quite an error to suppose that the best is necessarily the most expensive.

My "Broken Leaf" tea costs only 1*s.* 6*d.* per lb., but is a blend of choice-grown, fine-flavoured teas. It is blended solely by ourselves, and has already gained the cordial approval of discerning tea drinkers.

May I send you a ¼lb. sample for trial?

Yours faithfully,
NEWCOME & Co.

SERIES OF LETTERS FROM GENERAL OUTFITTERS—SHOWING FEATURES OF DIFFERENT LINES

Letter *re* Summer Raincoats

April 12, 19 .

John Bull, Esq.,
Norwood Road, S.E.

DEAR SIR,

If you can do without a rain-proof coat in England you are a brave man. Our summer is sure to be a mixture of bright weather, hot weather, cold weather, cool weather, and rain. This is not an attempt to rival Old Moore, but it is the result of the experiences of years past.

You want one of our Alwetha rain-proof coats; it will just keep the shower from soaking through the flannel suit.

Yours faithfully,
THE LONDON CLOTHIERS COMPANY.

Second of Outfitter's Series—Flannel Suits

May 15, 19 .

John Bull, Esq.,
Norwood Road, S.E.

DEAR SIR,

You can go and order a flannel suit to measure. The discreet salesman smiles an anxious smile, keeps you waiting ten days, and buys one ready-made to fit you.

For this he charges you anything from ten to twenty-five per cent. extra.

If you want to save this come to us. We will supply you with a flannel suit, built of the finest materials, made by the best tailoring hands that money can employ, and stocked in inch sizes and half-inch fittings across. This actually affords a wider range of choice than is possible to the man who is cutting to template gauge.

And you are buying cheaper all the time.

Yours faithfully,
THE LONDON CLOTHIERS COMPANY.

Third of Outfitter's Series—Ties

John Bull, Esq., *June* 15, 19 .
Norwood Road, S.E.

DEAR SIR,

To a great extent a man is marked by the tie he wears. You just look at the people you pass in the street, and see if what I am saying is not right. The man of aggressive face and aggressive manners wears the aggressive tie; the unsuccessful man, the man with the shiny, well-brushed coat, wears the apologetic tie.

My theory is, not that the man has made the tie, but that the tie has made the man. At any rate, it is and has been an index to character, not only to his friends, but to himself.

Come and see my stock, and let me fit you with a *well-bred tie.*

Yours faithfully,
THE LONDON CLOTHIERS COMPANY.
WALTER SMITH, *Manager.*

Fourth of Outfitter's Series—Shirt Repairs

John Bull, Esq., *July* 15, 19 .
Norwood Road, S.E.

DEAR SIR,

This is just the time of the year when you should overhaul your stock of linen. Have you noticed that your shirts all want a little attention here and there? There is the frayed buttonhole, the frayed edge, the slight tear at the wrist, all of which, if taken in time and repaired properly, will prolong the life of the shirt for many months to come.

We keep a staff of skilled repairers, specially engaged upon doing this work, in the north of Ireland—right in the heart of the linen country.

The cost is slight; the delay is trifling; *but the result is great.*

May we be your shirt-menders?

Yours faithfully,
THE LONDON CLOTHIERS COMPANY.

Fifth of Outfitter's Series—Hosiery

September 15, 19 .

John Bull, Esq.,
Norwood Road, S.E.

DEAR SIR,

Hosiery! If there is one thing more than another which demands careful purchase by an expert, it is hosiery. It is a matter of such grave importance that clothing which is to bear the brunt of shielding the body from the cold should be what it professes to be—either all silk, or all wool, or all cotton, and not an admixture of any two or three of these.

We can guarantee everything we sell, not from the second-hand point of view of a guarantee from any person, but from the first-hand standpoint of personal choice.

You are as safe in our hands as though you were buying yourself.

Yours faithfully,
THE LONDON CLOTHIERS COMPANY.

Letter selling Outside Window Blinds

June 15, 19 .

Alfred Hanshaw, Esq.,
"*Penwarden*," *Somerby.*

DEAR SIR,

There is some time of the day when the sun finds its way into your room. It will make your carpets fade, it will take the colour out of your curtains, it will reduce the upholstery of your furniture to a dingy sameness, unless you manage to shelter the inside of your room in some way or another. In all probability you draw the inner blinds down during that part of the day when the sun is hottest.

Has it ever occurred to you that you are thus depriving your house of the beneficial effects of sunlight and fresh air when it is most needed, and when it is valuable?

The outside sun-blind will enable you to secure the maximum amount of sunlight and air; it will permit you to throw open your windows and French window doors to the fullest extent; it will enable you to catch the fresh clean breeze, without any of the inconvenience attending the use of the ordinary blind.

Will you permit us to send you a catalogue?

Yours faithfully,
THE MIDLAND SUPPLY CO., LTD.

Follow-up to Above

Alfred Hanshaw, Esq., *June* 25, 19 .
" *Penwarden*," *Somerby.*

DEAR SIR,

With the inside blinds down, it is true that the sun cannot scorch and bleach carpets, furniture, and tapestry, but it is equally true that you cannot see what is going on outside.

The inside blinds may obscure the fresh green, or a brightly lit square, or the bright flower beds of a park or open space. Our outside blinds can never do this.

We shall be pleased to quote you for any kind or make of outside blinds. Our expert service is at your disposal.

Yours faithfully,
THE MIDLAND SUPPLY COMPANY, LIMITED.

SERIES OF LETTERS FROM FISHMONGER

To Private Individuals

Mrs. W. George, *June* 1, 19 .
Newcastle Street, W.

MADAM,

The doctors all agree that fish is one of the most pleasant and most nutritious articles of diet. It is good for health, good for looks, and it is much cheaper than meat—even poor meat.

But fish, to do good, must be good ; above all, it must be absolutely fresh.

I make a specialty of delivering the best newly-caught fish, fresh from the sea, and at the lowest prices. My system comprises instant delivery from the merchants, the utmost care in packing and transit, and the lowest margin of profit.

May I ask the favour of your trial order ?

Yours faithfully,
HENRY APPLETON.

Second Letter to Private Residents

Mrs. W. George, *July* 1. 19 .
Newcastle Street, W.

MADAM,

A celebrated physician, a world-wide authority, has said : " People should eat more fish. There is nothing more palatable, wholesome, or more economical than good fresh fish."

Please note that I supply the best fresh fish, and the reputation of my establishment has been built up on this plan.

Will you give me a trial?

Yours faithfully,
HENRY APPLETON.

First Letter to Restaurants and Hotels

June 1, 19 .

Mr. Luigi Pinano,
The Empire Hotel, Hampstead.

DEAR SIR,

You will appreciate the value of fish delivered to you in an absolutely fresh condition. Such fish will make an instant appeal to your customers, and particularly in these days when there is much more poor fish than good.

Will you favour me with a trial order? If you do I can show you how my system of trading and packing ensures a splendid quality of fish at the *lowest possible prices.*

For our mutual benefit I should esteem the favour of your commands.

Yours faithfully,
HENRY APPLETON.

Second Letter to Restaurants and Hotels

July 1, 19 .

Mr. Luigi Pinano,
The Empire Hotel, Hampstead.

DEAR SIR,

As one long in the trade, I know how often customers are lost, perhaps for ever, by what they consider poor service.

They do not realise the difficulties of the fish merchant of to-day, and how he is dependent on the market.

Knowing this, I determined to build up a system whereby it is possible to supply my customers with absolutely fresh fish—fish which will gain you new customers, instead of sometimes losing the old. My system has cost me a good deal of money and time in perfecting, but I have now got what I believe to be a good thing.

Will you let me supply you with a trial order, just to show how I can uphold my words?

Please compare my prices.

Yours faithfully,
HENRY APPLETON.

Circular by Wine Merchant

May 15, 19 .

Herbert Llewellyn, Esq.,
Southern Road, Southsea.

DEAR SIR,

A large cellar is a luxury not often indulged in at the present day. The conditions of life under which such was possible have changed. That is why. But the wine merchant of the present day fills the situation thus created.

He it is who lays down a cellar of wine and matures it; and we have gone a step further, and are prepared to supply in detail from the bulk stock we have.

Thus, those who deal with us have the double advantage of a large cellar of matured stock, with no cost of maintenance.

May we go further into this matter with you?

Yours faithfully,
THE BORDEAUX WINE COMPANY,
per J. SMITH.

Follow-up offering Special Wine

June 15, 19 .

Herbert Llewellyn, Esq.,
Southern Road, Southsea.

DEAR SIR,

Without a large cellar, no matter what price a man may pay for his wine, he cannot always have a bottle in condition for a friend unless he has very exceptional facilities at his command for keeping his stock in perfect condition.

It is a well-known fact that wines vary from month to month throughout the year, and it is only the possessor of a very fine cellar who can always offer a wine, *just in condition*, to his friends.

We have maturing in our cellar at the present time a very fine Red Burgundy, which possesses all the sunshine of the vine-clad hills of Provence, and we can recommend it as an exceptionally characteristic and health-giving wine.

This POMMARD is 36*s*. per dozen bottles. May we have the pleasure of filling your order for a sample half-bottle?

Yours faithfully,
THE BORDEAUX WINE COMPANY,
per J. SMITH.

Letter by Builder and Contractor

September 28, 19 .

R. A. May, Esq.,
Newington Road, Finchley.

DEAR SIR,

One of the most fruitful sources of colds and coughs, and of all the ills dependent upon them, is the wet and damp and unhealthy foundations of so many of our houses.

There are the basement walls buried deep in the earth. The sun never reaches them to dry them, the rain trickles through and soaks them.

All this could be obviated if the pathways round the house were always of some dry material, such as stone or tar-paving.

May we suggest to you that now is a very good time for having all your walks tar-paved?

Yours faithfully,
HUDSON & SMITH.

Letter featuring Prompt Delivery

September 28, 19 .

Messrs. Maclean & Co.,
New Southgate.

DEAR SIR,

When you undertake a job of any dimensions you do not want to be let in by delay in the supply of your material. No matter how good a firm be, no matter how excellent may be the materials it supplies, all this excellence is discounted if its business be not conducted with promptitude.

We make a specialty of applying "Do It Now" to our business. You may absolutely rely upon having your orders executed to the time you specify.

That is one point worth remembering.

Yours faithfully,
HUDSON & SMITH.

Letter accompanying Blotter

January 10, 19 .

Charles Merton, Esq.,
Milton Road, E.C.

DEAR SIR,

There is something arresting—something that as it were grips one and compels one to read on—in the message "Man to Man," of which, in blotter form, we send you a copy with this letter.

It's a New Year Message to the Man of Nineteen-Thirteen; and because it is something out of the ordinary, we decided to send it out in the New Year, as *our* message, to speak of Individuality and Personality as it affects the question of dress.

We believe that in the City of London there are many men who feel the need of a high-grade and reliable tailor—a man who gives them the cut and fit that is both comfortable and smart in appearance, and who studies each client's individual build and carriage with a view to securing the most perfect fit possible.

If you desire such tailoring service as this, will you drop us a post-card for patterns, or call in and see for yourself the materials in the piece?

Our prices are low—from 50*s.* for a lounge suit—and the workmanship is all that can be desired.

Yours faithfully,
CROYSTON & ROWE.

Follow-up at End of Twelve Months

December 31, 19 .

Charles Merton, Esq.,
Milton Road, E.C.

DEAR SIR,

You received from us just a year ago to-day a letter in which we said, "Resolve to give our Tailoring Service a trial during 19 ."

Now, although we have since then sent you more than one reminder of our facilities for high-grade tailoring, you have not so far responded, and we are wondering why it is.

We know, of course, that we are not the only tailors in the City, and we do not expect to get every one's business, but we do know this fact, that we give better value and a more satisfactory and comfortable fit than most tailors, and the materials we use are of the best grade only.

Our reputation is one that we cannot afford to sacrifice, and because of that we believe our service is in many ways unequalled.

As a business investment it would profit you well to place with us a trial order, for it would enable you to judge of the service we speak of, and convince you of the quality and satisfaction we really give.

When you receive this letter—to-day—New Year's Day 19 —just do this one thing: Drop us a post-card saying candidly why we have failed to interest you.

Yours faithfully,
CROYSTON & ROWE.

P.S.—Will you read the message on our blotter—every word of it?

Unusual Circular sent out by Canadian Retailer—Idea could easily be adapted

BRITAIN'S BEST MANUFACTURERS

BIRMINGHAM	LONDON
BRISTOL	MANCHESTER
EDINBURGH	LEICESTER
GLASGOW	NORTHAMPTON
LEEDS	WOLVERHAMPTON

March 14, 19 .

DEAR SIR,

From the best known and most reliable British manufacturers have gone forward this month the most desirable stock of winter clothing, specially produced for the Canadian climate, that has ever left these shores.

Overcoats, for instance, that are made of the most pleasing materials possible and cut on up-to-date principles, smart in appearance, and warm and comfortable to wear.

Underwear which is the best of its kind in the world—shirts, gloves, mufflers, sleeping-socks, slippers, etc.—all in every sense reliable and pleasing.

"Britain's Best Manufacturers" have combined to send out goods worthy in every way of the fine traditions of British workmanship, and Messrs. Smithson & Co., of Henry Street, Toronto, are acting as the dealers through whom these goods may be purchased.

The winter is now commencing, and you will *need* to possess some of these fine products.

As a firm of high standing known to me here in Great Britain, I recommend them to you for fair dealing and honest business methods.

I am, Sir,
Yours obediently,
For BRITAIN'S BEST MANUFACTURERS,
T. F. STANLY.

P.S.—I understand Messrs. Smithson & Co. are making special window splays of these goods.

HOW TO LAY OUT A LETTER

In insuring that a circular-letter will convey as good a first impression as possible, the actual arrangement of the typing is often quite as important as the paper upon which it is printed and the heading that surmounts it. Even the most delicately designed heading, embossed on the most expensive paper, will fail to have a good effect if the actual letter itself is badly arranged and carelessly typed. The first point requiring care is the spacing of the letter, and although this naturally depends very largely on the length of the letter itself, it is, as a rule, wise to use double spacing and a fairly long line if the letter extends beyond the first page, and single spacing, with a narrower line, if the letter can be confined to a single sheet. Moreover, in endeavouring to get all the matter on to the first page, particular care should be taken not to cramp the margins. Upon the ordinary quarto sheet, measuring about 8½ in. by 10½ in., a margin of an inch and a half on each side is not too much to leave if the letter is a short one which can be condensed into that space without seeming crowded. If necessary, the margin on the right-hand side can be reduced, and need not be quite so wide as that on the left. The latter margin, however, should seldom be less than an inch, and never less than three-quarters of an inch, while more than an inch and a half is apt to look a little eccentric unless the letter is an extremely short one, consisting of little more than one paragraph.

If the name and address is being filled in at the top of the letter, ample space should be left for its inclusion; but if the letter is to be sent out without any name or address, care should be taken not to leave too big a gap at the top, otherwise the blank space is apt to call attention to the fact that the name is missing, and needlessly to emphasise the fact that the letter is a circular.

Single-sheet letters, if possible, should not finish so close to the bottom of the sheet that the signature has to be crowded in with difficulty. As a rule, the final "Yours truly" should, if possible, be at least an inch and a quarter above the bottom of the paper. If this cannot be arranged, the letter should be set to a slightly wider measure or closed up in some way so as to leave more space for the signature. At the same time, a firm rule should be made never to finish a letter so that the signature comes at the top of the second page. The transition from one page to another is always bound to be a somewhat critical stage in a letter, and there is always the possibility of the reader not troubling to turn over if the letter is almost, though not quite, finished. For the same reason a page should never finish with a full-stop. The matter should, on the contrary, be so arranged as to lead on to the next page, and to make the reader turn over before he can finish his sentence. In fact, although broken words at the end of a line should as a rule be avoided, they are sometimes quite useful in the case of the last line on a page.

As regards the merely mechanical details, the usual conventions of good typewriting hold good. Thus, there should always be a space between the words "Dear Sir" and the body of the letter, which should moreover begin at

the same position of the line as the "Dear Sir" finishes. Another space should be left between each paragraph, and the first line of each paragraph should be indented slightly, or, in other words, should not commence as near the left-hand margin as the other lines. All these paragraph indentations should of course be the same. Paragraphs, moreover, should be made according to the sense of the matter, and care should be taken to see that the letter is not split up into too many paragraphs. A letter should read smoothly on, with only the paragraphs that are necessary, and it should not be a collection of disjointed sentences. Probably the ideal arrangement for a short letter is three paragraphs, the first a short sentence designed to rivet attention and to ensure the letter being read, the second a longer paragraph explaining the proposition thoroughly, and the third another short paragraph clinching the matter and suggesting immediate action.

One or two other devices will suggest themselves as a means of varying the appearance of a series of form-letters. The first is the use of tabulated or displayed matter. Such a device can be used with advantage when the letter offers any special bargain lines. The details of such bargains can be typed in the middle of the letter in a much narrower measure, and this will not only give greater prominence to them, but will also assist in breaking up the possibly somewhat dull appearance of the letter. The same can be done with condensed summaries of the various points in an argument.

Another favourite device is to use postscripts at the end of a letter. In the case of women, the postscript is popularly supposed to be more important than the letter, and some firms employ postscripts with as much success as women. The postscript can point out the necessity for immediate action, it can ask for further inquiries, or it can often point out the advantages of some other line than that featured in the circular. The following are three postscripts actually used by successful firms:

"Send in the enclosed Privilege Payment Certificate with our enrolment within seven days, and £3 of your fee can be paid after your training has enabled you to secure a better position."

"As I have laid aside 1,000 Cyrene treatments for this special introductory offer, I should like to have your answer by return of post. If by chance you should decide not to take advantage of it, I wish you would write me in any case, so that if you do not take the treatment I may give some one else the benefit of this exceptional opportunity."

"Should you fail to find illustrated the article you are desirous of purchasing, pray let me hear from you, as our stock comprises everything known to the high-class watchmaker and silversmith, and I believe I could send you a satisfactory quotation."

LETTERS DEALING WITH TRAVELLERS

THE sales-manager whom force of circumstances obliges to handle his men by post is often in doubt as to the tone he should adopt in writing to them. As a rule it is best, if possible, to be somewhat informal, and to write in a personal strain. Most travellers will work harder if they are treated in a friendly manner than if they are addressed as perfect strangers. A good deal of course depends upon the personality of the sales-manager himself, for some men seem incapable of being on a friendly footing with their subordinates, and still retaining their authority over them. In such cases the personal style of letter sometimes represents a danger that must be avoided, but most of the following letters are written in a friendly vein. In view of the great value of arousing the competitive spirit among salesmen a series of letters is included, showing how to get the most out of a salesmen's competition. It will be seen that all letters to travellers should take the form of encouragement rather than of reprimand.

Letter to Likely Traveller pointing out Opportunities

January 15, 19 .

A. Wedmore, Esq.,
Dunton Street, Nottingham.

DEAR SIR,

I have been thinking over your remarks at our interview to-day, and I feel sure you would do well with us. Many of our representatives are making comfortable incomes of between £750 and £1,000 a year; and if I may be allowed to say so, I think few of them possess your advantage in the way of education, enterprise, and personal appearance.

We are continually on the look out for men of your stamp, because our clients, being educated men themselves, vastly prefer to deal with other men of education in conducting their business negotiations.

It is largely because of this that I am so anxious for you to accept the post, at any rate for a trial period.

Hoping to hear from you, or, better still, to have the privilege of a further interview,

I am, yours faithfully,
WILLIAM STENT, *Manager.*

Formal Confirmation of Commission Terms

A. Wedmore, Esq.,
Dunton Street, Nottingham.

January 20, 19 .

DEAR SIR,

I am requested by the directors to confirm their offer to you, namely, to pay you 15 per cent. (fifteen per centum) commission upon every accepted order you obtain, and they will pay any reasonable out-of-pocket, rail, tram, or car fares at the end of each week; but they cannot see their way clear to guarantee you 21*s.* weekly for expenses.

If this proposition meets with your views please give me a call to-morrow before 12 noon or between 2 and 4 o'clock, when I will provide you with samples and all the necessary printed matter to enable you to start work at once.

Yours faithfully,
WILLIAM STENT, *Manager.*

Letter encouraging New Traveller

A. Wedmore, Esq.,
Dunton Street, Nottingham.

January 29, 19 .

DEAR MR. WEDMORE,

Many thanks for the report of your trip to Leicester and for the three orders you obtained there. I am sorry you were not able to get more orders, as I thought you would find the trade there particularly "ripe."

However, as you say, there should be fine prospects that we shall reap there when you pay your next visit, and of course by then you will be more at home with your subject, and able to put up a stronger "canvas" than perhaps you are at present.

Still, judging by our experience, three orders in a man's first week on the road is good work, and I hope you are able to do even better this week.

Cheque for commission enclosed herewith.

Yours very truly,
W. STENT, *Manager.*

Letter encouraging New Man after Bad Week

A. Wedmore, Esq.,
Dunton Street, Nottingham.

February 5, 19 .

DEAR MR. WEDMORE,

I am sorry you should have had such a bad week at Northampton, particularly after your good start at Leicester; but you must not be disheartened. Even the best of our representatives at times strike bad luck and

have blank weeks, so that you must not think it is necessarily your fault. It is of course unfortunate that it should come in your second week with the firm, but persevere with the itinerary we mapped out and forget your reverses of this week by breaking all our records for new men next week.

Let me know if you want any more samples or printed matter.

Yours very truly,
WILLIAM STENT, *Manager.*

Letter to New Traveller after Good Week

March 5, 19 .

A. Wedmore, Esq.,
Dunton Street, Nottingham.

DEAR MR. WEDMORE,

Congratulations! I think your week at Derby is a record for a man who has only been with the firm just over a month. Curiously enough, it was exactly a month ago to-day that I wrote you sympathising with you on your blank week at Northampton, and pointed out that you must not take it as meaning that you were not a good salesman. I don't suppose you'll ever require that reminder again after this week at Derby!

By the way, what do you think of changing your route and paying a return visit to Northampton while your luck is in? Call on the same people and try the effect upon them of the arguments that proved so successful at Derby. What do you think of the idea? Do just as you like.

Yours very truly,
WILLIAM STENT, *Manager.*

Letter to Traveller towards End of Year

July 1, 19 .

A. Wedmore, Esq.,
Dunton Street, Nottingham.

DEAR MR. WEDMORE,

As you may be aware, our financial year always closes at the end of this month, and it may interest you to learn that we have already just equalled our last year's total business. We have thus got almost a month in which to pile up a fine record, and I know you won't accuse me of slave-driving if I ask you to help us make it just as high as ever we can.

We are all very keen on making it a record year, and I feel sure you will do your best to bring all your possible prospects up to the scratch within the next week or two.

Let me know if there is anything I can do.

Yours very truly,
WILLIAM STENT, *Manager.*

Second Whip-up to Traveller towards End of Year

July 14, 19 .

A. Wedmore, Esq.,
Dunton Street, Nottingham.

DEAR MR. WEDMORE,

Only fourteen days more in which to break all our records before the financial year closes! I have been glad to see how your orders have been coming in, and can see from them how hard you are working; but you will be sorry to learn that some of our other representatives have been doing even better than you have.

Of course this is no doubt because they have been a good deal longer at work on their ground than you have, and so have more prospects who can be brought up to the scratch by a little extra work. Still, I don't want these old hands, with their stereotyped methods, to be able to crow over us, and I hope we will be able to show them what new methods and new enthusiasm can do.

So I am looking forward to a perfect rush of orders from you. I know you will do all you can, and I think that will prove to be enough.

Yours in haste,
WILLIAM STENT, *Manager.*

Similar Letter as sent to Old Traveller

July 14, 19 .

A. Newbigin, Esq.,
Montrose, York.

DEAR MR. NEWBIGIN,

Only fourteen days more in which to break all our records before the financial year closes. I have been glad to see how your orders have been coming in, and can see from them how hard you have been working. You will be surprised to hear, however, that your record as our star salesman is being assailed by a new man we have recently put on in the Midlands. He's only been with us a month or two, but he has been pulling the orders in surprisingly, and if we are not careful we shall find him heading the list in the next fortnight.

We must not allow this to happen, and I know I can count upon you at least to uphold the honour of the Old Brigade. Pull in every one you think there is the least chance of getting, and I think we'll be all right.

Yours in haste,
WILLIAM STENT, *Manager.*

Letter sending Inquiries to Traveller to Follow up

January 5, 19 .

A. Wedmore, Esq.,
Dunton Street, Nottingham.

DEAR MR. WEDMORE,

I have pleasure in sending herewith further inquiries, to which kindly give prompt attention. I trust now the holidays are over you will make a fresh start, and go full steam ahead for big business in the coming year.

Wishing you the compliments of the season,

I am, yours faithfully,
WILLIAM STENT, *Manager.*

SERIES OF LETTERS TO TRAVELLERS *RE* COMPETITIVE BONUS SCHEME

June 1, 19 .

Mr. A. White,
High Street, Leeds.

DEAR SIR,

It will interest you to learn that the directors of the company have decided to present a fifty-guinea challenge cup, together with a cheque for fifty guineas, to the representative of the firm who improves most upon his average for the last three years. There will also be a cheque for twenty guineas for the runner-up, and one for five guineas to the next man. In the event of a tie the prizes will be divided.

The challenge cup will be held for a year, and the competition will be confined to representatives who have been with the firm for not less than three years.

In awarding the prizes the directors will take into consideration not only the proportionate increase in business done, but also the ratio of expenses, bad debts, and the other factors that enter into the matter. You will thus see that every representative has an equal chance, and that the man who has the biggest district has not necessarily any advantage.

The competition will be annual, and will close at the end of next May; but I think you will realise the necessity of making an early start. May seems a long way off, but a month lost now can never be made up altogether. Start at once, for the other men will.

Yours truly,
H. SMITH, *Sales-Manager.*

Second Letter of Series

July 3, 19 .

Mr. A. White,
High Street, Leeds.

DEAR SIR,

You will find enclosed the list of the six leaders in the Representatives' Competition up to the last Saturday in June, and I am sorry to say you will not find your name on it.

It has been decided to publish no figures except the percentage of marks gained upon the average turnover for the month during the last three years, and these marks are, of course, affected by the ratio of expenses, bad debts, etc. So that, although most of them have obtained their places through increased orders, some have gained by their great reduction in expenses, although their turnover was very little more—and in one case slightly less—than last year.

It has also been decided at present only to publish the six leaders, but for your personal information I may say that you are eighth, being only a few marks away from the sixth and seventh men. So close, indeed, are you to them that with a little luck and a little strenuous work you ought easily to get in the list at the end of this month.

It is certainly worth making a big effort to get ahead now.

Yours truly,
H. SMITH, *Sales-Manager.*

Third Month's Letter

August 1, 19 .

Mr. A. White,
High Street, Leeds.

DEAR SIR,

Herewith is the list of leaders in the Representatives' Competition for the fifty-guinea cup *and* the fifty-guinea cheque.

You will see there have been several changes, and that two of the names were not in the chosen six last month. One of them, I may say, has jumped up from the fourteenth place.

I am sorry to see you are still not in it; and you will be sorry to hear that you have, on the other hand, dropped two places, and are now tenth. I think I am justified in telling you in confidence that this is through the big increase in your expenses. It is obviously no good increasing your business a little if you are going to spend all the increase in getting the further orders.

Try and keep the expenses down while still getting more orders, and I think you will find a difference.

Fourth Month's Letter

September 2, 19 .

Mr. A. White,
High Street, Leeds.

DEAR SIR,

I hasten to enclose the list of places in the Representatives' Competition. You will find your efforts have been rewarded, and you have gone up five places, to be fifth on the list. That is almost as big a jump as any one, and if you keep up the struggle I can see you being favourite. The first three are, however, the same as last month, and you must be careful of them, as they are evidently going all out for it, and are gaining marks in all three directions—increasing business, cutting down expenses, and avoiding bad debts.

They have got a good start, but there is plenty of time if you don't waste any.

Yours very truly,
H. SMITH, *Sales-Manager.*

Fifth Month's Letter

October 4, 19 .

Mr. A. White,
High Street, Leeds.

DEAR MR. WHITE,

You will be sorry to see you have gone down a place this month in the Representatives' Competition, of which I enclose the September list.

As far as I know this was due to an increase in the ratio of bad debts, notably the rather large one of Messrs. Baldock & Lawson. Try and see if there is no way in which we could get some at least of our money, because of course if we did it would be credited to you.

It is rather bad luck on you, but this rule had to be made, otherwise some men might accept orders for the purpose of the competition that they knew to be very, very doubtful.

Still, if you avoid bad debts carefully in future, I think you will soon pull up again, because so far there is very little difference between any of the leaders.

Yours very truly,
H. SMITH, *Sales-Manager.*

Sixth Month's Letter to Man low down on List

Mr. H. Howell, *November* 1, 19 .
New Street, Bristol.

DEAR MR. HOWELL,

I enclose the list of the leaders in the Representatives' Competition, but I am getting seriously worried about you, because once again your name does not figure among them.

What is the matter? Are you getting disheartened, or do you not believe you have a chance? I thought we had made it quite clear that the size of a man's territory made no difference, and that the prize was being awarded solely by comparison with the standard each man has reached during the past three years. Surely you realise that you have just as good a chance as any one else: better indeed, because from the Board of Trade statistics Bristol has been flourishing more than any town in the country.

We are almost half way through the competition, and if you want to win, you had better start in earnest now. There is still time to make up leeway, but only just enough. Don't waste any of it.

Yours very truly,
H. SMITH, *Sales-Manager.*

Seventh Month's Letter to Same Man

Mr. H. Howell, *December* 2, 19 .
New Street, Bristol.

DEAR MR. HOWELL,

Representatives' Competition list enclosed. I am sorry you won't yet find your name among the leaders, but confidentially I can tell you that you are now only a few places outside the magic circle. In fact, you have improved your position wonderfully since last month. If you keep up the pace you'll be top by about April, unless the others get afraid of you and suddenly start doing wonders. It's worth trying for, anyway.

You have shown what you can do. All that remains is to keep it up.

Yours very truly,
H. SMITH, *Sales-Manager.*

Eighth Month's Letter to Same Man

Mr. H. Howell, *January* 3, 19 .
New Street, Bristol.

DEAR MR. HOWELL,

I enclose the list of the chosen six as they stood on Saturday, and am sorry your name is still missing.

You may like to know that you just kept the place you gained last month, and I am afraid Christmas must have affected you and made you slack. It would be an expensive holiday if it cost you the first prize, wouldn't it?

Remember that every month it gets harder to improve your position, because (1) you have less time to do it in, and (2) the percentage is getting so much bigger.

You must gain at least three places this month, but try and make it six.

Yours very truly,
H. SMITH, *Sales-Manager.*

Ninth Month's Letter to Same Man

February 4, 19 .

Mr. H. Howell,
New Street, Bristol.

DEAR MR. HOWELL,

The struggle for the Representatives' challenge cup is getting quite exciting. As you will see from the enclosed list the third, fourth, and fifth men are all equal, and only a couple of marks behind the second.

I am very disappointed that you have not yet got a place among the first six, but you have been steadily improving your position, and I am betraying no secret if I tell you that only a very few marks separate you from the sixth man. Do try and move heaven and earth this month to get those few marks. Any one who gets into the list now has quite a good chance, but if you don't do it by the end of this month you will only have three months left in which to catch up, and I don't think you will find it enough.

February is a short month, so make the most of it.

Yours very truly,
H. SMITH, *Sales-Manager.*

Last Letter Before closing of Competition

May 5, 19 .

Mr. A. White,
High Street, Leeds.

DEAR MR. WHITE,

Only three weeks left in which to settle whether you win the challenge cup *and* the fifty-guinea cheque, or only one of the smaller cheques.

For I suppose you have decided that one of them must go to Leeds.

Twenty-one days for fifty guineas equals £2 10*s.* a day. It is worth hustling a bit when there is an additional bonus like that hanging on your efforts.

So I won't waste any of your time by a long letter, because you'll be wanting to get out after orders, and more orders, and still more orders, "right now."

Let the best man win!

Yours,
H. SMITH, *Sales-Manager.*

Letters to Traveller who is not working properly

July 10, 19 .

Mr. Henry Hill,
Southampton Street, W.

DEAR SIR,

I am somewhat surprised at not receiving any orders from you this week, and particularly at not receiving any explanation of the reason.

It does not seem likely that you can be ill, for you would surely have written to let me know that you would be unable to get any orders. If the lack of orders is due to a run of bad luck, let me know your difficulty and perhaps I can suggest some way to overcome it.

Please let me know just how things stand, as your territory is much too important to be neglected.

Yours truly,
WILLIAM STENT, *Manager.*

Follow-up where still no Answer

July 17, 19 .

Mr. Henry Hill,
Southampton Street, W.

DEAR SIR,

I am very much surprised not to have heard from you again this week. There must be some reason why you are not taking orders for us, and you really owe it to us to make some explanation. We are quite willing to make all allowances for you, but if you have been ill in any way, or for other reasons been prevented from getting to work, it will be more satisfactory if you will only let us know what the trouble is.

Hoping to hear from you by return,

Yours faithfully,
WILLIAM STENT, *Manager.*

Formal Notice of Proposed Call by Traveller

October 17, 19 .

Mr. W. Hudson,
High Street, Leicester.

DEAR SIR,

Just a line to inform you that Mr. A. Wedmore will be in Leicester next week, and hopes to be able to call upon you on Tuesday morning. He will have a particularly advantageous proposal to put before you, and we hope it will be convenient for you to see him. If the time mentioned is unsuitable, and any other date or hour will be more convenient to you, you would confer a great favour on us both by dropping him a line to the Commercial Hotel, where he will call for any letters first thing on Monday morning, and where he will be staying during the week.

Yours faithfully,
WILLIAM STENT, *Manager.*

Reply to Letter saying Impossible to get Orders

July 20, 19 .

Mr. Henry Hill,
Southampton Street, W.

DEAR SIR,

I am much disappointed to note the contents of your letter of yesterday's date. It seems almost impossible that you should go day after day and not get orders. All our other canvassers are doing more business now than ever, and their returns are already considerably in excess of what they were this time last year. You really must put more push into the business, and let us have one or two orders at the end of the week. If you cannot get them in Bedford, go to small places outside. I have already assisted you financially in a small way.

Yours faithfully,
WILLIAM STENT, *Manager.*

Letter asking for Return of Samples

August 10, 19 .

Mr. Henry Hill,
Southampton Street, W.

DEAR SIR,

As you have still failed to get any business for us, I feel it would be more satisfactory for both of us if we terminated the arrangement provisionally made between us.

It is of course no good to you to continue working without results; and

although I am very sorry to have to stop you if you feel you may in the future be able to get some orders for us, the district we allotted to you is so very important that we cannot allow it to be neglected in any way. Our past experience shows that it should certainly produce over £50 a week in orders, and we cannot afford to let these orders slip by us.

I know you will appreciate the regret with which I have been compelled to arrive at this decision. but I feel convinced it will be the best plan in the end for both of us.

May I ask you, therefore, to call during the next day or two, so that we may settle the few matters that are outstanding between us?

Yours very truly,
WILLIAM STENT, *Manager.*

Letter to Resigning Traveller *re* Refunding Commission on Bad Order

August 13, 19 .

Mr. Henry Hill,
Southampton Street, W.

DEAR SIR,

We are in receipt of your note (undated) returning the samples. I note also what you say as to your time being so fully occupied that it will not permit you to do further business for my company.

I must remind you that the order which you handed to me, given by Mr. G. Birkett, of St. Albans, is bad. The goods were duly forwarded to this customer, but were returned by him with an intimation to the effect that he was not in a position to pay for them. Notwithstanding repeated letters, we have been unable to obtain any satisfaction, and he still declines to receive delivery of the goods. If I remember rightly, when you handed me the order you remarked that he was a personal acquaintance of yours, and you felt sure the order would go through.

In view of the before-mentioned facts, I must now ask you please to refund the commission which was paid, or, failing that, to obtain another order in substitution of same.

Awaiting your early reply,

I am, yours faithfully,
WILLIAM STENT, *Manager.*

HOW TO WRITE A SUCCESSFUL LETTER

THE first and most important step in the writing of a successful "form," or circular, letter is to think. Sit down quietly and consider the matter from every point of view. Try to appreciate how the man you are writing to will look at the matter; try to discover what are the advantages your proposition offers him and what are the objections he will raise. Then endeavour to put your argument on paper in the same kind of words as those you would use if you were sitting face to face with him in your own private room.

In doing this you will find there are eight "Dont's," or rules, you should try to observe. These are:

1. Don't use the first person when you can possibly use the second.
2. Don't be familiar, but avoid being formal.
3. Don't use hackneyed forms of wording.
4. Don't use bad grammar if it can be avoided without seeming pedantic.
5. Don't use any but modern English and short words.
6. Don't be "freakish," but try to be original as far as good taste and dignity allow.
7. Don't use slang or technical or trade terms.
8. Don't be too long to be read or too short to tell your story properly.

Sometimes, of course, these rules will have to be broken, but do it as seldom as possible.

Naturally, the first thing to consider in connection with any letter is the method of address employed. Fortunately it is not very easy to go wrong in this matter if only one remembers that one is in England, and writing to English people. General usage has sanctioned "Dear Sir," "Sir," "Dear Madam," and "Madam," as the recognised forms of address for business communications of any sort, except where the correspondents are on a more personal footing than characterises the ordinary relationship of the shop-keeper and his customers. It is safe, therefore, to say that all circular-letters should begin with one of these four forms. In America a certain class of letter-writer is fond of employing the horrible form of address which reads "Dear Friend," and even in England certain mail-order houses are rather inclined to address their customers as "Dear Mr. So-and-So," and "Dear Mrs. So-and-So," when that familiar style is not really justified. Such a policy is very liable to give offence, and the advantages to be derived from it are so slight as to be entirely outweighed by its liability to do harm.

The question as to whether the prefix "Dear" should be used or not, must be decided according to the individual circumstances of each case, the plain "Sir" and "Madam" being used as a general rule only where the persons addressed are of a somewhat higher standing than of the ordinary middle class. At the same time, although it is usually wise to err on the side of conservatism, care must be taken not to use the plain "Sir" needlessly, as it is rather formal and inclined to sound curt.

We now come to what is probably the most important part of the whole circular—the first sentence. For upon the opening sentence depends the

important question of whether the letter is read or not. It must always be remembered that the recipient of a letter is in no way bound to read it, and although certain people will read any letter that is sent to them, no matter how bad it may be, there are many more who will not read a letter unless it possesses sufficient intrinsic interest to induce them to do so. It is for this reason, and to meet this difficulty, that it is necessary to avoid a hackneyed or stereotyped introduction. It is worth mentioning at this stage that certain classes of people are more inclined to read letters than others; roughly speaking, those persons who are not in the habit of receiving many letters, will be most inclined to read circulars, and, vice versa, the more letters a person receives, the less attention will a circular receive. It is obvious, therefore, that for this reason a circular addressed to a member of the lower middle class need not possess so striking an opening sentence as one addressed to an important business man whose daily personal mail runs into three figures. The rich man of independent means, or the member of the aristocracy, represents another class which requires a striking opening.

The chief point is to avoid the regular hackneyed sentence, beginning, "We beg to submit for your kind consideration," etc., etc.; one should strive to be a little bit different, and get down to business at once. This can often be managed by commencing the letter with a question, as this is a particularly successful method of securing attention at once. At the same time, in the effort to employ a striking opening, any suggestion of abruptness or curtness must be avoided. Many letters fail, not because their opening is not striking, but because it is so striking as to be abrupt and almost rude.

Nor should a letter be in any way freakish. Originality rightly directed is very valuable, but the freakish employment of what are termed by Americans "stunts," is a very different matter. It is necessary to use the happy mean, and to be neither too strenuous nor yet too genteel. Here again it must not be forgotten that we are in England and appealing to English people, who sometimes attach a quite tangible value to the traditional forms employed in ordinary correspondence.

As an example of this it is worth mentioning that a certain English firm which is one of the most successful mail-order advertisers in the world, selling goods principally to the average member of the middle class, employs three letters, for which it is often blamed by the American school of mail-order correspondents. The first begins: "In reply to your kind inquiry we send you herewith particulars of . . ."; the second begins: "A few days ago you were kind enough to inquire for particulars of . . ."; and the third begins: "As we have not received your order for the . . . it occurs to us that you might . . ." None of these openings is very striking or particularly original, but the results have always proved satisfactory, and more profitable than from other very much more striking openings that have been used as experiments. The most important point seems to be to get down to business at once with the least possible delay.

The following actual openings, for instance, use needless and almost meaningless words;

> "Your esteemed inquiry to hand this morning, for which we thank you, and accordingly have pleasure in sending you herewith an illustrated booklet together with particulars of our "

"We beg to acknowledge receipt of your favour of yesterday, and in reply take pleasure in enclosing herewith one of our booklets . . ."

"In reply to your enquiry of yesterday's date, we beg to send you herewith a sample of our . . ."

Such openings are bad, because they use language that no one would ever think of using in a personal conversation.

A good opening is even more important to a follow-up letter than it is to the first communication, as there is a certain freshness and a special interest about the first letter from a firm, which will often ensure its being read however dull the opening may be. A follow-up letter lacks this freshness and runs the risk of being dismissed as "just another letter" about a matter which has already been decided in the negative. All the more important is it, therefore, that a hackneyed introduction should be avoided.

The following are examples of somewhat differently worded openings:

"Read in the enclosed copy of 'Better Paying Occupations,' how men like yourself have got on by training."

"You have not accepted the special offer we made you a week ago. We are wondering why it is."

"Some days ago we posted you our booklet 'Cure yourself by Electricity.' We hope you received it. If not, or if you have mislaid it, we will at once send you another."

"Pressure of personal matters has probably prevented your replying to the letter we recently had the pleasure of sending you."

"I have been waiting for three weeks, looking each day for a reply to my last letter to you. None has come. I am well convinced that you are in need of my treatment, and I am satisfied that you wrote me because you were not in perfect health, and wanted my aid. Because I believe this, and because I know I can help you, I am going to make a special offer."

This last opening is perhaps a little bit strong, and such an opening should not be used early in a follow-up series. There is always the possibility that the sending out of a number of letters may end in giving offence, and as this is very undesirable the greatest care must be taken to avoid it, and that care must never be relaxed until the last letter of the series. Then it is sometimes desirable to send a letter that will almost irritate the person into giving an answer one way or the other. This, of course, applies only to businesses conducted on mail-order lines. The following is an example of such an opening:

"I really cannot understand why I have not received a reply to the letter I wrote you some time ago. I consulted my manageress, Miss James, and she informs me that she had written to you, but had received no answer. As these letters have not been returned by the Post Office, I conclude that they must have reached their destination."

A letter as strong as this should only be sent as a final resource.

We now reach the body of the letter, and it is, of course, very hard to

lay down any rules about this, as so much depends upon the actual subject upon which the letter is being written. One of the broad rules which always apply in connection with business letters is that they should, whenever possible, be written from the point of view of the recipient, and not of the correspondent. In other words, the word "you" should be used rather than the word "I."

A letter should not say, "We should think that this book on Business Correspondence will appeal to all business men," so much as "You ought to buy this book on Business Correspondence, because it will save you money, and because it will increase tenfold the efficiency of your organisation." This is a crude example, but it illustrates the point.

From its very nature a circular-letter is sent out to suit the purposes of the firm who send it, and for that reason it is not desirable to emphasise that idea by continually using the words "I" or "We." The body of the letter should make its recipients think how it affects them, and not how it affects the sender. There are, of course, exceptions to this rule, and special offers of special prices sometimes require a personal explanation as to why they are made. In such cases the first person must be used if the letter is to carry weight. The same point applies very often to a guarantee of quality, but even in these exceptions the matter should be put from the point of view of the addressed rather than from that of the sender if it is at all possible.

As regards the actual length of a letter, this must obviously be governed by the circumstances, but broadly speaking the shorter a letter is the better, provided always that it is not so short as to be lacking in selling power. At the same time, there are certain classes of people who will read long letters, and in addressing them it may be unwise to neglect the opportunity of doing so at some length. Such classes include the lower middle class, who do not receive many letters, women of most classes, residents in the country, such as farmers and others who lead fairly leisured lives, and all persons, customers, or others who have asked for particulars of anything, or in some manner expressed a keen interest in the matter, even if it is only to utter a strong complaint about it. In the last case a short letter may even seem a slight. The most important people to whom short letters should be sent are business men who receive many letters a day, and inquirers who have written on a point of but little importance. A very short letter in the middle of a follow-up system consisting of long letters is often an effective change that will lead to direct action, where a long letter, although it might increase conviction, would not lead to the taking of such an immediate action as the actual placing of an order.

The only other points to be considered in the body of the letter are, firstly, that the matter should be placed in its logical sequence, and be presented point by point instead of all in one paragraph, which might lead to confusion and a muddle.

We now come to the consideration of the actual words employed, and the necessity of seeing that the sentences are grammatical. On the latter question many letter writers are apt to underestimate the need of correct grammar, and to pass errors that could be corrected without any loss of strength. After all, there is no advantage in bad grammar *qua* bad grammar;

and although no one is likely intentionally to use bad grammar, the matter is well worth the exercise of a little care. If a letter is sent out to a large number of people there are bound to be some who will notice the bad grammar, and be offended by it, even if the bulk of its readers may not recognise the mistakes at all. The safest plan is always to use the best English, and certainly such favourite errors as split infinitives have no excuse whatever. Such a phrase as "I wish to particularly explain" is no stronger than, if as strong as, "I wish particularly to explain," or "I wish to explain particularly"; and as there is always a chance of the error giving offence it is folly to let it go through. At the same time it is not wise to word a letter in a pedantic fashion that will sound old fashioned or needlessly "superior." Certain errors in really correct English have been used so commonly that they have now practically become part of the language, and are almost more correct than the original forms; in such cases the true form is quite likely to be thought an error. The word "an," for instance, should really by rights be used before even an aspirated "h," as in "hat," but a letter to the effect "That you will never regret purchasing *an* hat from us" is quite likely to be thought wrong.

Finally, it should always be remembered that a short word is better than a long one, and an Anglo-Saxon word than a Latin word. "I wish to tell you" is better than "I wish to inform you"; "You will like to have" is better than "You will desire to possess."

This leads us to the final closing sentence of the letter. It is a pretty safe rule to say that the final sentence in a form-letter should always contain some incentive to action, even if it is merely a request to call. It must always suggest that something be done, and that done quickly. Such a suggestion made in everyday words is much better than a long-winded peroration such as "Favoured with your highly esteemed order, I am convinced that the results will leave us both the utmost cause for mutual congratulation."

Here again the use of a question will often be found successful, and the effect should not be spoilt by the needless words that compose a stereotyped finish such as, "Awaiting the favour of your kind instructions, when the matter will have our prompt attention." Once a letter has been finished it should be finished, and "Yours faithfully," or "Yours truly," is better than "We are, dear sir, yours truly." There is surely no need to point out the error of finishing a business letter, in another horrible American style, with the words "Yours sincerely." "Yours sincerely" is in England confined entirely to correspondence between people who know one another intimately, and should not be used by a man who has never seen you in his life, and does not even know of your existence.

One last word on the signature—for even the signature requires some attention. Whenever possible it should contain some suggestion of an actual personality. It should not merely be signed by an intangible "The Secretary," or "The Manager." It should be signed in the name of some actual person, even if it cannot be some one in a responsible position.

MANUFACTURERS' LETTERS TO WHOLESALERS, RETAILERS, AND PUBLIC INQUIRERS

THE principal selling point in a letter from a manufacturer to retailers or wholesalers seeking to get them to stock the former's goods must always be profit, and such letters must always talk profit in some form or another, although sometimes it may be varied by the suggestion of increased goodwill through high quality. Quick sales and a consequently rapid turnover of capital are other points to be made the most of, while whenever it can be used the proper utilisation of the demand created by judicious advertising will be found a most effective lever on the retail trade.

Letters to the trade should be sent with fair regularity, as the effect of spasmodic and occasional letters is small. In referring to public demand, etc., care must be taken to avoid any suggestion of "bludgeoning" or "blackmailing" the trader into stocking. Such a letter is capable of doing an immense amount of harm.

Letter from Manufacturer commencing to advertise New Line of Goods

September 1, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

Competition is so keen to-day that you will, we think, welcome any assistance in selling the goods that form your stock. We believe it would be unfair to ask retailers to stock our new "Fillself" Fountain Pens unless we, in our turn, helped them by telling the public of our pen's many merits.

We honestly believe that the "Fillself" is so manifestly superior to any other pen on the market that, quite unaided, it would itself in the end build up a large trade simply through the recommendations of its users. But this progress must necessarily be slow.

We have therefore set aside a sum of £7,000 which will be spent in all the most important papers in the country, so that thousands will know the pen by name and go to the dealers who stock it to see for themselves its many advantages.

The enclosed leaflet shows the very favourable trade terms, and you will see that you obtain a profit of *2s. on every pen you sell to the customers we* bring into your shop. Is it wise to lose time in making out your order? Because once the advertising starts you will be missing sales every day.

Yours truly,
THE LEEDS PEN COMPANY.

Follow-up to Previous Letter

September 8, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

However many lines of fountain pens you stock, however few or many the number of pens you sell every day, the "Fillself" will prove the most profitable in your stock. No pen so good has ever been offered to the public at so low a price, nor yet offered you a profit so great as 2*s.* on a total price of 5*s.* 6*d.*

The first of the advertising appears on October 1st. Are you going to miss the first rush of sales? To avoid that you must order now, as the demand has proved so great that we may have to delay delivery of any order not received this week. The enclosed card is quite sufficient to bring you a supply.

Surely a halfpenny is worth spending to secure a line of sure sellers bringing in more than 50 per cent. profit on your outlay. Please do not delay, as we do not wish to disappoint any one.

Yours truly,
THE LEEDS PEN COMPANY.

Letter *re* Page Advertisement

September 15, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

We have just arranged to take a whole page advertisement in the *Birmingham Telegraph* on October 1st, and enclose you a proof of the very striking design we have prepared.

In it you will notice a space for the inclusion of the names of all those retailers who stock the "Fillself" at the time the advertisement appears.

Just think of the sales this advertisement will produce for those whose names appear in it. Are you willing to take your share? There is no charge. All you have to do is to send a trial order for not less than a couple of dozen.

If you despatch the inquiry card to-day it will ensure getting your name in this advertisement.

Yours truly,
E LEEDS PEN COMPANY.

Alternative Letter *re* Whole Page

September 15, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

If you will examine the enclosed proof of the striking whole page which will appear in the *Birmingham Telegraph* for October 1st, you will see that we have taken the liberty of including your name as an enterprising trader who can supply the "Fillself" to the readers of the paper.

We have done this because we feel sure you will not wish to lose the large number of very profitable sales that this advertisement *must* produce. There is no charge for the insertion of your name, for it is part of our general scheme for assisting the retailer in the sale of our pen. Naturally, however, no name can be included of any retailer who does not stock our pens.

Is it worth your while to ensure the appearance of your name by sending the enclosed order for not less than two dozen pens?

Yours faithfully,
THE LEEDS PEN COMPANY.

Follow-up to Last Letter

September 23, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

You have not yet told us whether you wish your name included in our striking whole page advertisement in the *Birmingham Telegraph.*

This advertisement alone costs £120, and will be read by over 200,000 of Birmingham's wealthiest citizens. Do you wish to miss their trade? Because unless your name is included in the advertisement they will naturally be compelled to go elsewhere for their "Fillself" Fountain Pens, and each case means a loss to you of 2*s.* profit in one transaction. Two shillings alone may not mean much to you, but suppose a hundred of your customers want "Fillselfs"?

The enclosed card will ensure their coming to you.

Yours faithfully,
THE LEEDS PEN COMPANY.

Second Follow-up

September 26, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

There are only three days before our striking whole page advertisement in the *Telegraph* must go to press.

Unless we hear from you before then we shall be compelled to take your name out of the list of retailers who stock the profitable "Fillself." If the advertisement proves a success, just imagine the sales that you may lose! Yet, if you post the enclosed order card to-day you can make sure of them coming to you. The 2*s.* profit on every pen is worth saving.

Won't you tell us we may keep your name in the page?

Yours faithfully,
THE LEEDS PEN COMPANY.

Telegraphic Follow-up to Previous Letter

(*September* 29, 19 .)

White Tomkins, Green Street, Birmingham.

Page advertisement going to press. If name not to be omitted, wire order two dozen now.

LEEDS PEN COMPANY.

Letter sending Inquiries to Dealer who stocks

October 4, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

We are glad to send you seven inquiries from customers of yours who are keenly interested in the "Fillself" Fountain Pen. We have sent them a booklet direct, and have given them your name as the nearest dealer who stocks these remarkable pens. We hope you will succeed in making them all satisfied "Fillselfers."

Hoping business is booming,

We are, yours faithfully,
THE LEEDS PEN COMPANY.

Another Letter asking Dealer to follow up Inquirers

October 4, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

We have pleasure in sending you the following names of people in your district who have sent for our "Fillself" booklet. To each of these we have sent a letter similar to the enclosed.

May we suggest that if you do not hear from them during the next three

or four days you should write to them, and tell them yourself how good the "Fillself" is?

Enclosed is a copy of a letter which has already proved to be very successful. We hope you will not think this presumptuous, but unless you have time to improve on it we think you may find it will save your time to use it.

We are, yours faithfully,
THE LEEDS PEN COMPANY.

Letter referring Inquirer to Dealer who stocks

October 4, 19 .

Mrs. Kingston,
Warbeck Avenue, Birmingham.

MADAM,

We are glad to send you herewith a copy of our little booklet on the wonderful "Fillself" Fountain Pens, and we think it will show you that there is no pen so suitable for your use and convenience as the "Fillself."

It embodies several entirely new methods in pen construction, every one of which has been designed to make it absolutely unleakable and pleasant to use in any circumstances.

The booklet, however, does not give you nearly as good an idea as an inspection of the pen itself, and may we invite you therefore to call and examine one of these remarkable little pens at your nearest dealers, who are, we believe, Messrs. White & Tomkins, of 17, Green Street, Birmingham.

Yours truly,
THE LEEDS PEN COMPANY.

Letter referring Inquirers to Dealer who does not stock

October 5, 19 .

Mrs. Kingston,
Warbeck Avenue, Birmingham.

MADAM,

We are glad to send you herewith a copy of our little booklet on the wonderful "Fillself" Fountain Pen, and we think it will show you that there is no pen so suitable for your use and convenience as the "Fillself."

It embodies several entirely new methods in pen construction, every one of which has been designed to make it absolutely unleakable and pleasant to use in any circumstances.

At the time of writing no dealer in your immediate neighbourhood stocks this pen, as it has, of course, only just been placed on the market. We are, however, trying to persuade Messrs. White & Tomkins, of 17, Green Street,

to represent us, and we hope in a day or two to be able to write and invite you to inspect one at their premises. Meanwhile, if you happen to be passing would you mention the matter to them? We feel sure that any word from you would have great weight with them.

We should greatly appreciate your assistance, and hope we are not trespassing upon your kindness too severely.

We remain, yours truly,
THE LEEDS PEN COMPANY.

Letter giving Names of Further Inquirers

November 4, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

We are very glad to be able to send you a further batch of inquirers for our booklet who reside in your neighbourhood, and who we hope will shortly be calling upon you to inspect or to purchase the "Fillself" Fountain Pen. We also enclose a copy of a little booklet we have just prepared, giving you a few of the remarkable public testimonials we have received. If you would like a supply of these to place upon your counter we shall be very glad to let you have them on receipt of the enclosed card—free, gratis, and for nothing.

Yours faithfully,
THE LEEDS PEN COMPANY.

Letter *re* Inquiries to Dealer who does not stock

October 5, 19 .

Messrs. Green & Sons,
Chatham Street, Birmingham.

DEAR SIRS,

Seventeen ladies and gentlemen residing in your immediate neighbourhood have written to us, and inquired where they can obtain the "Fillself" Fountain Pen. We cannot of course send you the actual inquiries, but we enclose a list of their names and addresses, as they may be, we think, people with whom you would like to do business.

Within the next few days we *must* answer these inquiries, and tell them where they can obtain the "Fillself" Fountain Pen. It rests in your hands to decide what our answer shall be; but surely in view of these inquiries you would be safe in placing a trial order with us. The profit on seventeen sales is 34*s*. When these few people go to the trouble of inquiring by post, what must be the number who would buy them if they could see in your shop the goods they hear so much about?

The enclosed order blank will enable us to write these people to-morrow, and refer them to you. Do you wish us to do so?

Yours faithfully,
THE LEEDS PEN COMPANY.

Follow-up Letter to Dealer not stocking

October 9, 19 .

Messrs. Green & Sons,
Chatham Street, Birmingham.

DEAR SIRS,

The seventeen possible customers in your neighbourhood wanting the "Fillself" Fountain Pens are still without their answers. For we naturally do not wish to refer people who may be customers of yours to some other firm where they can obtain their "Fillself" Fountain Pen.

At the same time, we do not want ourselves to be accused of discourtesy in refusing the information they have asked us for.

Will you not allow us to refer them to you? Profits of over 50 per cent. upon your outlay are not always to be picked up so easily.

Yours truly,
THE LEEDS PEN COMPANY.

Second Follow-up to Previous Letter

October 13, 19 .

Messrs. Green & Sons,
Chatham Street, Birmingham.

DEAR SIRS,

The seventeen customers of yours who want the "Fillself" Fountain Pen have been joined by six others whom we feel sure you could easily persuade to buy the pen if once you stocked it.

Surely this will persuade you to send a trial order for at least two dozen pens. The profit on two dozen pens is 50*s*., and that 50*s*. could be obtained at once, and without any trouble or expense on your part.

The enclosed order blank will not only bring you the two dozen pens, but will enable us to write to these twenty-three possible customers and tell them where they can buy the pens they want. Will you not send it and commence to stock this very profitable line?

Yours truly,
THE LEEDS PEN COMPANY.

Final Follow-up to Last Letter

October 17, 19 .

Messrs. Green & Sons,
Chatham Street, Birmingham.

DEAR SIRS,

We have kept the twenty-odd possible customers from your neighbourhood without an answer for nearly three weeks, and we *must* at all costs answer them on Monday for our own sakes. We *must* tell them where they can obtain the pen, because, even if you can afford to miss these sales, we cannot do so.

Our answer lies in your hands, and if we receive the enclosed order blank to-morrow, it means that these possible customers will be referred to you.

Once again, we *must* answer to-morrow. What shall we say?

Yours truly,
THE LEEDS PEN COMPANY.

Follow-up to Letter to Inquirer, where Dealer stocks

October 19, 19 .

Mrs. Kingston,
Warbeck Avenue, Birmingham.

DEAR MADAM,

We must apologise for our rudeness in not telling you before this where you can obtain the "Fillself" Fountain Pen, but we are now glad to be able to tell you that Messrs. Green & Sons, of 17, Chatham Street, have just put in a stock of the pen, and they will be only too pleased to explain it to you in detail, and to point out its many obvious advantages. We hope we may look forward through them to hearing that you have purchased, and are pleased with our remarkable little pen.

Yours truly,
THE LEEDS PEN COMPANY.

Similar Follow-up, referring to Another Dealer

October 20, 19 .

Mrs. Kingston,
Warbeck Avenue, Birmingham.

MADAM,

You must have thought us rude in not telling you before this where you can obtain the "Fillself" Fountain Pen. The public demand has been so great that we have been unable to arrange for an agent nearer to you than Messrs. London & Co., of 26, South Street. There, however, you can

see a remarkable selection of the pens, and whether you wish actually to buy or merely to inspect them, and to see whether they suit your writing, we feel sure that Messrs. London & Co. will be only too pleased to welcome you.

Yours truly,
THE LEEDS PEN COMPANY.

Another Letter sending Inquirers—Offering Window Display

December 4, 19 .

Messrs. White & Tomkins,
Green Street, Birmingham.

DEAR SIRS,

Once again we are glad to send you a batch of names of people residing in your district whom we have referred to you as our agents for the "Fillself" Fountain Pen. We hope you will succeed in persuading them to join the ranks of the enthusiastic "Fillselfers."

By the way, we have just prepared a rather striking window display showing a greatly enlarged section of the pen with a moving device that makes the reservoir fill, gradually empty, and then fill itself again. We feel sure it would attract a good deal of attention in your window, and we should be glad to lend it to you for a while upon receipt of an order for not less than one gross. The enclosed blank will do, but it will have to be sent soon as we have only a limited number of the displays.

Yours faithfully,
THE LEEDS PEN COMPANY.

Letter Year Later, before New Season

September 1, 19 .

Messrs. Harding & Co.,
Portland Avenue, Leeds.

DEAR SIRS,

Twelve months ago we told you that we were to spend £7,000 in advertising the "Fillself" Fountain Pen, but you did not see your way to stock.

Later on we increased that amount to £10,000, but even then you did not stock.

This year we are going to spend no less than £15,000 in creating new sales for the many retailers who sell the profitable "Fillself," the best and best selling fountain pen ever put upon the market. Will you not join the ranks of those retailers who made such handsome profits last year?

The new advertising will commence on September 21st, and if you do not wish to miss any more of its benefits you will be wise to order now.

Yours faithfully,
THE LEEDS PEN COMPANY.

Follow-up at Commencement of Campaign

September 20, 19 .

Messrs. Harding & Co.,
Portland Avenue, Leeds.

DEAR SIRS,

Fifty-six papers throughout the country at the time you receive this letter will contain advertisements of the "Fillself" Fountain Pen.

Last year's campaign sold many thousands of pens, but this year's is nearly twice as large, and, we think, more than twice as striking. Are you content to go on losing what should be your proper share of these sales? The terms are the same as before, viz. 2*s.* profit on a 5*s.* 6*d.* pen.

The advertising has already started, and every moment you delay means more sales lost. Will you not send us the enclosed order blank to-day?

Yours faithfully,
THE LEEDS PEN COMPANY.

General Letter to Dealers *re* Advertised Goods

October 10, 19 .

Messrs. Good & Sons,
East Street, Southampton.

DEAR SIRS,

Even if Pitman's Peas were not advertised, they are so good that they would sell themselves. When once the lady of the house tries them she finds that they are so delicious, so easy to cook and to serve, that she comes back next day for more.

Moreover, they show you a profit so good that it would be worth your while to stock them, even if their sales were limited to the number obtained through this method of personal recommendation.

How much more profitable then are they to you when we spend several thousand pounds a year in trying to persuade every lady in the kingdom to give them a trial at once. We are sure your customers would be glad to know that a new table delicacy was available all through the winter. We are sure you would find them one of the most profitable lines in your shop.

The enclosed leaflet tells you all you want to know about the trade terms of these little green profit makers. Will you read it?

Yours faithfully,
PITMAN PEA COMPANY.

Letter to Dealers featuring Profits

Messrs. Jones & James, Ltd.,
Broad Street, Bristol.

August 16, 19 .

DEAR SIRS,

If you went through your stock and reckoned the profit that each line showed you, the average would not work out at even 20 per cent. Why then do you neglect to stock a line that gives you a clear 33⅓ per cent. upon every sale? If every article you sold gave you anything like that amount you would be a rich man to-day.

Why not start now by adding one more to the few lines that do show that comfortable profit? The enclosed booklet tells you all about it.

Yours faithfully,
J. ROBERTS & Co.

Another Letter pointing out Profits of Line

The Taunton Dairy Company,
High Street, Taunton.

June 6, 19 .

DEAR SIR,

Our "Purity" Brand Rennet offers you a fine opportunity of stocking a most profitable line. We can offer it at 4*s.* per doz. bottles, carriage paid.

Just figure out the profit you obtain, remembering that with every bottle of "Purity" Brand Rennet your customer requires twelve quarts of milk.

	s.	*d.*
Profit on 1 doz. bottles of Rennet . . .	2	0
„ „ 144 quarts of milk at 1*d.* . . .	12	0
	14	0

Does this estimate of profit satisfy you? If so, just fill in the enclosed card and post to us without delay.

Yours faithfully,
HENDERSON, SONS & Co., LTD.

Letter to Dealers featuring Quality

Messrs. Ray & Green,
Deacon Road, Cardiff.

July 6, 19 .

DEAR SIRS,

Valuable as profit may be to you, the most valuable asset you can have is the good will of your customers. For the only customer worth

anything to the enterprising retailer is the customer who goes regularly and makes all her purchases at his shop. Therefore the goods that are really worth stocking are the goods that give unalloyed satisfaction.

Every article that goes out of our factory bears a guarantee of satisfaction, and you can with confidence recommend them to the most critical of your customers. Does not that fact appeal to you, who desire so much the continued patronage of the satisfied customer?

May we send you a trial order to prove these statements?

Yours faithfully,
J. FARMER & HOBBS.

Another Letter pointing out Quality of Line

July 1, 19 .

Mr. Ernest Thompson,
The Grocery Shop, Long Street, St. Albans.

DEAR SIR,

In asking you to give us a sample order for butter we ask you to consider this:

We have proved over and over again, that if a dealer will but place our butter on his counter he can sell it without so much as drawing attention to it.

And when a customer has tasted *real* Devonshire butter it is a standing order.

The very name is enough to make sales to the better-class customer; and to any one who will take the trouble to recommend our butter there always comes reward in a larger butter turnover.

Whatever the particular "taste" for butter may be in your locality, we can provide the exact thing; all our business is a matter of looking very closely to the wants of our customers, and we can give you the same attention.

Will you try the truth of these statements? Hundreds of retailers in the same situation as yourself have proved the truth of them to their great advantage. Will you?

Yours faithfully,
THE DEVONSHIRE CREAMERIES COMPANY.

Letter featuring Quick Selling of Goods

December 3, 19 .

Messrs. J. Foster & Co.,
North Side, Liverpool.

DEAR SIRS,

However much profit you make on any line of goods, they are of no value to you as business men if they lie on your shelves so long that all the

profit is eaten up by the capital invested in them. That is why you will appreciate selling Lyon's Liniment.

Its extensive advertising, its attractive get-up, its universal application, all make it a rapid seller; and if you once give your wholesaler a trial order, however small, we feel sure you will agree with our remarks.

His traveller will tell you terms when next he calls, but keep this letter by you so that you do not forget, because the wholesale profit is cut as low as possible so as to give the retailer what he really deserves.

Yours faithfully,
P. PHILLIPS & SONS.

Letter featuring Money-back Guarantee

Messrs. J. Bryan & Co., *September* 30, 19 .
Sunny Road, Newcastle.

DEAR SIR,

When one of your customers returns any article she has bought in your shop what do you do? If you give her back her money, out of whose pocket does it come? It is manifestly unfair that you should suffer when the fault is not yours.

Yet how many goods in your stock bear the Money-back Guarantee that always accompanies "Cooper's Soaps." If a customer who has bought any of our soaps even hints to you that she does not like them, give her back her money, and we will do the same to you, even paying you the profit that you have lost on the sale. Could any offer be fairer?

Why not give a trial order, and see how your customers like it? Surely this guarantee should be sufficient safeguard.

Yours faithfully,
COOPER'S SOAPS, LIMITED.

Letter sending Trial Lot of New Goods

Messrs. Higgs & Hicks, *December* 13, 19 .
Suffolk Street, Southampton.

DEAR SIRS,

On Monday, the 17th inst., every large paper in the United Kingdom will carry an advertisement of Renfrew's Custard Powder, the most satisfactory substitute for the real article ever introduced

These advertisements are bound to produce many inquiries for you, and as we do not wish you to miss any sales we take the liberty of sending you two dozen 2*d.* packets under separate cover.

You are at liberty to do what you like with this lot.

If you wish, you can sell them to your customers, you can give them away as samples, or you can even throw the lot in the dustbin; and unless

you wish to order a further supply you need make no payment for them whatever.

All we ask is that if you wish to continue to serve Renfrew's Custard Powder to your customers, and place a further order with us, you pay for these two dozen packets on the exceptional trade terms that we have fixed. The enclosed leaflet gives you full particulars; but once more, may we mention that in sending you these packets we are placing you under no obligation whatever?

Yours faithfully,
RENFREW'S LIMITED.

Letter to Retailer offering Window-dressing Service

Messrs. Jones & Co., *November* 16, 19 .
Castle Street, London.

DEAR SIRS,

Do you realise that one of the most important means you can adopt for increasing your trade is the effective use of your window?

It does not matter much what goods you put in the window as long as they show a fair profit, *provided always* that they are so displayed as to attract the attention of all possible customers. Yet window-dressing is an art that is given to few men, and we think you will be glad to hear that we are willing to give you the service of expert window-dressers free of charge.

We have now organised a large staff of recognised experts in this difficult art, and we shall be glad to have one of them call and personally dress your windows for you with a window-dressing that might almost double your trade. We enclose a leaflet that shows pictures of one of these window displays, and the crowd it attracted.

If you would like such a crowd attracted to your window, send us the card attached. It will cost you nothing.

Yours faithfully,
DOBBS & Co.

Letter where Dealer is Already carrying Several Lines

Messrs. Rand & Co., *May* 10, 19 .
West Street, London.

DEAR SIRS,

Are you willing to make more money upon cocoa?

We are quite aware that you have already perhaps half a dozen brands upon your shelves, but when a cocoa is different from all other cocoas, and when it is advertised as well as we advertise Selamando Cocoa, it is not simply another line taking up space and bringing in no profit. It is actually

a maker of new trade—a bringer of new customers into your shop. Many people cannot drink other cocoas because they are too heavy, oily, and indigestible, but every one can drink Selamando Cocoa, because it is so treated that every indigestible particle is taken out.

Besides, Selamando Cocoa has a flavour that is quite distinctive. It is the real rich cocoa flavour, undulled by alkaline adulterants that serve no useful purpose when cocoa is manufactured in the right way.

Moreover—and this is an important point to you—Selamando Cocoa means 5 per cent. more profit than any other cocoa you can buy in England. Why not send a trial order to-day?

Yours truly,
SELAMANDO COCOA COMPANY.

Letter offering Advertising Service

Messrs. Thomas & Co., *October* 1, 19 .
Sidcup Street, London.

DEAR SIRS,

As enterprising traders you must know how very valuable advertising can be, but how difficult it is to ensure that your advertising reaches the highest efficiency.

It may interest you to know therefore that we have just made arrangements with Mr. Alan Walker, who is well known as one of the leading authorities on retail advertising, to compile and arrange advertisements for all our agents in connection with our Clenite Collars.

All you have to do is to tell him the size of the space you wish to take, and send him a copy of the paper in which it is to appear. He will then draw up, specially to suit this space, an illustrated advertisement in your own name, the block for which you can secure from us free of cost.

Mr. Walker's address is 13, Cuvent Street, London. If you wish the results from your advertisements doubled, trebled, or even quadrupled, write him to-day. His regular fees run from 10 to 100 guineas, but as an agent of ours you can obtain his advice for nothing. Is such an opportunity one you wish to miss?

Yours truly,
ELDRIDGE & Co.

Letter offering Goods on Sale or Return

Messrs. Thompson & Co., *January* 6, 19 .
Market Street, London.

DEAR SIRS,

If you never had any dead stock at the end of a season, and no goods left that you had to sell at a loss in order to clear them and make room for the new season's stock, how much easier would your business be!

If you were able to buy all your goods on sale or return, that would be your position at the end of a season. You would just send the goods back to the manufacturer and pay him only for those that you had been paid for yourself. That is the offer we make with Corram Coffee. For so confident are we of the favour our coffee will find with your customers that we are willing to take back at the end of six months every packet that remains on your hands—unless you yourself wish to continue to keep the goods.

We certainly could not do this were we not so sure that Corram Coffee will prove one of the best sellers you have ever had. Just examine the unique trade terms on the enclosed leaflet, see how profitable it will be, and then send a trial order to-day.

Yours faithfully,
CORRAM COFFEE, LIMITED.

Letter to Wholesaler *re* Trade Arrangements

May 17, 19 .

Messrs. The Chemists' Supply Company,
Hemming Street, E.C.

DEAR SIRS,

Are you aware that you can make 5 per cent. profit upon Antex Ointment without handling the goods at all? This is how you do it. We pack the goods, we pay the carriage, and we provide the cases. You get the 5 per cent. for merely entering the order in your ledger.

Nearly always we even get the orders for you, but we *always* hand them over to the wholesalers who supply our goods. There is no reason why you should not get the orders. Even your customers do not really have to sell the goods, for our striking advertising sells the goods as quickly as they get them into stock.

May we send you a supply of lists for you to send to your customers? Just tell us how many you want. You can have all you want.

Yours faithfully,
HUGHES, THOMSON & SONS.

Letter to Wholesaler *re* advertising of New Brand

August 3, 19 .

Messrs. The Wholesale Drapers Company, Limited,
Wood Street, E.C.

DEAR SIRS,

We have to inform you of an important change of policy.

By the installation of new machinery we are enabled to produce an output of our product largely in excess of that of former years.

In order to create a demand for this increased output we have decided to

expend a large amount of money in advertising, which amount has been placed in the hands of a capable firm of advertising agents and experts.

The name "Apollo" has been adopted as a trade-mark.

As formerly we shall continue to sell only to the wholesale trade.

Apart from Press advertising, we shall help the retail trade in every possible way by the distribution of booklets and other advertising matter.

We shall be glad to send samples and prices, so that you may submit the goods to your clients, or a representative will call upon you should you so desire it.

Yours faithfully,
THE APOLLO MANUFACTURING COMPANY, LIMITED.

Follow-up to Previous Letter

August 17, 19 .

Messrs. The Wholesale Drapers Company, Limited,
Wood Street, E.C.

DEAR SIRS,

We beg to confirm our letter of 3rd August, and enclose herewith illustrated price list and booklet of "Apollo" Underwear. We also enclose a small reproduction of a striking showcard we have had printed. Should you wish to distribute some to your clients, please write us, and we will forward a number immediately.

We might say that in order to allow time for stocks to be distributed the general advertising campaign will not start until the 1st October next.

Yours faithfully,
THE APOLLO MANUFACTURING COMPANY, LIMITED.

Follow-up offering Window-dressing Service

September 17, 19 .

Messrs. The Wholesale Drapers Company, Limited,
Wood Street, E.C.

DEAR SIRS,

In order to help the retailers who stock "Apollo" Underwear as much as possible, we have engaged the services of a staff of expert window-dressers, and have much pleasure in placing them at the disposal of any of your clients who may desire special window displays of "Apollo" Underwear on October 1st, when the advertising campaign starts, and afterwards. We pay for such services and all expenses attached thereto.

We think this might assist you in the placing of orders for our produce.

We are forwarding, under separate cover, samples of the goods. Needless to say, any orders you may favour us with will receive our best attention.

Yours faithfully,
THE APOLLO MANUFACTURING COMPANY, LIMITED.

Letter offering Line under Retailer's Name

Mr. W. Nicholls, *February* 1, 19 .
High Street, Notting Hill, W.

DEAR SIR,

We are writing to offer you more profit on reliable fountain pens that you have ever had had before.

On our No. 2 Safety Pen, selling at 3*s.* 9*d.*, you make 5*s.*, and on the Self-Filling Pen 4*s.*, more per dozen than the usual profit, and you can run these lines as something very special of your own in fountain pens—lines which you know and can personally recommend.

That these pens are reliable is very easily provable; we will gladly send samples for you to test thoroughly against any other make on the market.

To describe the lines, No. 2 Safety Pen is of the new type of screw-cap with disappearing nib to facilitate filling; the barrel is beautifully chased, and the nib is of 14-carat gold. The whole appearance of this pen betokens good material and workmanship; it surely is the best value ever offered since fountain pens came into use.

The "Pump" Self-Filling Pen, selling at 5*s.* 6*d.*, is soundly constructed of the finest vulcanite, with 14-carat gold nib. The self-filling device is really efficient; you will have no customers complaining that it "won't work."

A word from you will bring fuller particulars and samples. It is surely better business for you to sell *your own* line of pens than other brands, apart from the fact that you make more profit on the former. The opportunity is here; will you take it? Write to-day whilst you think of it.

Yours faithfully,
H. CAMERON & SONS, LTD.

Follow-up to Previous Letter

Mr. W. Nicholls, *March* 1, 19 .
High Street, Notting Hill, W.

DEAR SIR,

"I want a fountain pen."

You have heard customers say these words hundreds of times. These people come in with the idea of buying a good pen at as low a price as possible. If you were to run *your own* line of pens you could tell them that you personally recommended these because they were a line of your own—a line that you *know* to be good.

Incidentally, you could make an *extra* profit of £2 or more on a hundred pens.

The two pens we offer you cost respectively 25*s.* and 40*s.* per dozen, and sell for 45*s.* and 66*s.*; this extra profit mounts up surprisingly in the course of a year—why not start now? A word from you will bring samples for your own personal test. May we send them?

Yours faithfully,
H. CAMERON & SONS, LTD.

Letter sending Sample of New Line

October 1, 19 .

Mr. Walter Smith,
New Street, Croydon.

DEAR SIR,

In sending you this sample of our "Westonia" Cheese, we hope you will extend us the courtesy of tasting it and considering its unique selling value.

"Westonia" Cheese is the culmination of our thirty years' experience as fancy cheese specialists, and we have never marketed a product which met with such instant success, resulting in a steady increase of weekly sales.

Your knowledge of the cheese-buying public will, we are sure, convince you that "Westonia" is worth a trial order. You need have no fear of waste, for it keeps in excellent condition for at least ten days. Nor need you order heavily at first, as we despatch on the same day all orders received up to 3 p.m.

Look at the large profits the sale of "Westonia" Cheese gives you, then fill in the enclosed card and post to us *now.*

1 doz. 5*s.*, carriage paid. Giving profit of 30 per cent. on cost.
2 „ 4*s.* 10½*d.*, „ „ „ „ „ 33 „ „
6 „ 4*s.* 9*d.*, „ „ „ „ „ 37 „ „

Yours faithfully,
THE WEST SHIRES DAIRY COMPANY, LIMITED.
H. WELLING, *London Manager.*

Letter sending Sample by Request

October 5, 19 .

Mr. Walter Smith,
New Street, Croydon.

DEAR SIR,

We thank you for your request, and have pleasure in sending you, under separate cover, sample of "Westonia" Cheese.

When you have recognised its excellent quality, and considered the exceptional profit allowed to the trade, you will at once see why it has been such an instantaneous success.

If "Westonia" Cheese is ordered weekly there is no fear of waste, for it keeps in excellent condition for at least ten days. If you order before 3 p.m. the cheese is despatched the same day, so that you need never keep large stocks in hand.

Please think over these points; then compare "Westonia" with other

cheese of the same class; and above all, compare the prices and profit; then we shall be pleased to hear from you.

1 doz. 5*s.*, carriage paid. Giving profit of 30 per cent. on cost.
2 „ 4*s.* 10½*d.*, „ „ „ „ „ 33 „ „
6 „ 4*s.* 9*d.*, „ „ „ „ „ 37 „ „

Post the enclosed card *now*, and get *your* share of these profits.

Yours faithfully,
THE WEST SHIRES DAIRY COMPANY, LIMITED.
H. WELLING, *London Manager.*

First Follow-up to Same Letter

October 15, 19 .

Mr. Walter Smith,
New Street, Croydon.

DEAR SIR,

Did you receive the sample of "Westonia" Cheese which we sent you a short time ago? Did you consider its profit possibilities? We have customers ordering four gross weekly, who make a profit of £4 4*s.* on an outlay of £15 12*s.* Surely such an opportunity should not be lost.

"Westonia" Cheese will appeal to your customers. It is a dainty, creamy cheese, packed in sterilised germ-proof mugs, and it gives you *a clear profit of* 30 *to* 37 *per cent. on cost.*

Perhaps you are still rather doubtful as to the selling possibilities of "Westonia" Cheese. In order to convince you thoroughly, we shall be pleased to send a trial order, which you can return if unsold within eight days.

Wire us at our expense, or send order in enclosed envelope, and cheese will be immediately railed. Act now, and get into this profitable line.

Yours faithfully,
THE WEST SHIRES DAIRY COMPANY, LIMITED,
H. WELLING, *London Manager.*

Letter thanking for Trial Order of Same Line

October 17, 19 .

Mr. Walter Smith,
New Street, Croydon.

DEAR SIR,

We thank you for your order for "Westonia" Cheese, which we have already despatched to you by passenger train.

This fancy cheese will bring you a most generous profit. It only requires a little pushing at first; then its own value will bring you a large and continuous sale. You can safely recommend "Westonia" Cheese to your customers. It is the richest, best packed, and longest keeping of its class.

It is made under medical and analytical supervision and most hygienic conditions.

If you order your supplies of "Westonia" Cheese weekly, it will be much fresher, and consequently give more satisfaction to you and your customers.

Anticipating your repeat order within the next few days.

We are, yours faithfully,
THE WEST SHIRES DAIRY COMPANY, LIMITED,
H. WELLING, *London Manager.*

Follow-up to Letter of Thanks—Seeking Repeat Orders

November 15, 19 .

Mr. Walter Smith,
New Street, Croydon.

DEAR SIR,

A short time ago we were favoured with an opening order from you for "Westonia" Cheese.

We hope that you found this cheese was everything we claimed for it, and that it pleased your customers.

As 90 per cent. of our orders for this cheese are weekly, and a large proportion "standing orders," we are confident that it only requires a little pushing to make this cheese into a most profitable line.

We should like to have your opinion of "Westonia" Cheese, and your further orders for a fresh supply.

Yours faithfully,
THE WEST SHIRES DAIRY COMPANY, LIMITED,
H. WELLING, *London Manager.*

Second Follow-up to Same Letter

November 30, 19 .

Mr. Walter Smith,
New Street, Croydon.

DEAR SIR,

We are sorry at not having heard further from you regarding a fresh supply of "Westonia" Cheese.

We would like, however, to convince you that, in missing this opportunity, you are losing a most valuable and profitable selling line.

If you will glance once more at the prices of "Westonia" and the profit, we feel sure you will not lose such a valuable opportunity.

Yours faithfully,
THE WEST SHIRES DAIRY COMPANY, LIMITED,
H. WELLING, *London Manager.*

Letter to Grocer sending Sample of New Goods

Mr. H. Humphreys, *August* 20, 19 .
Barnstaple.

DEAR SIRS,

A sample of our latest line, "Pomona Preserve," is being sent you to-day under separate cover, and we hope you will do us the kindness of putting it to a personal test.

This preserve has only just been introduced to the market; but it has already met with a surprising welcome, and we believe you should find a large demand for it in your district. It should sell at 1*s.* 6*d.* per lb. jar, and on this price will show you a clear profit of 25 per cent.

We enclose a coloured folder showing the actual appearance and size of the jar, and this should prove to you that it is a line that offers very great scope for striking window displays.

We hope, however, that before you decide to stock it you will give the sample a good trial. We should like to leave it to your taste to decide whether it should appeal to your customers, and we have no hesitation in doing so.

But may we hear from you soon, as our stock at present available is very limited?

Yours truly,
(*Signed*) CURTIS & BROWN.

Letter to Customer who has removed where no Agent

Mrs. T. Trot, *September* 30, 19 .
Henry Street, Leeds.

DEAR MADAM,

We notice from our books that we have had the pleasure until recently of supplying you with tea for the use of your household.

Now that you have removed into a different district, may we still look to the favour of doing the same for you?

We deliver regularly in your neighbourhood, and can assure you there, as well as here, of our best attention at all times.

Yours faithfully,
THE YORKSHIRE TEA COMPANY, LIMITED.

Letter to Agent *re* Customer who has removed

Mr. H. McQueen, *September* 30, 19 .
Stuart Street, Leeds.

DEAR SIR,

We would like to draw your attention to the fact that Mrs. T. Trot, who was a customer of ours in Hull, has now removed into your district.

We have written to her a letter, of which we enclose you a carbon copy, and shall be obliged by your following up this communication with a call.

We trust you will manage to secure this customer's business again.

Yours truly,

THE YORKSHIRE TEA COMPANY, LIMITED.

Letter to Dealer *re* New Scheme—Offering District Agency

September 15, 19 .

H. Applewhite, Esq.,
Westow Street, Berkhamsted.

DEAR SIR,

Enclosed is an advance proof of an advertisement which will appear in your trade paper next week. This will partly explain a new and important scheme which we are commencing.

It is important to us that we should be represented in each town by one of the principal tailors, and we are writing to you because we should like you to accept the agency for your district.

If you agree to our proposition, you will find that you will obtain a great deal of business which would otherwise come direct to London, because we propose to advertise very extensively. Naturally, we could only grant you the agency on the condition that you take up the matter vigorously. Our Mr. Jones will be in your district next week, and if you are willing to discuss the matter, we shall be glad if you will kindly send us a line, when he will call and give you full particulars.

We are, dear Sirs, yours faithfully,
THE WALLACE RAINCOAT COMPANY,
J. WALLACE, *Chairman.*

Letter sending Booklet to Inquirer

November 16, 19 .

Mrs. H. Williams,
The Grove, Elmshurst.

DEAR MADAM,

We are obliged for your letter, and have pleasure in sending you a copy of our little booklet on Japine Silk.

Will you please read the few remarks on page 2? The information given

there as to the need of insisting on Japine Silk is of such importance to all ladies that it should on no account be overlooked.

We enclose a list of drapers who can supply you with "Japine," and we have taken the liberty of forwarding your name to Messrs. Smith, Son & Brown, of Henry Street, so that when you call there they may be aware that you have written to us and be prepared to give you every attention.

We are quite sure that you will be pleased with the fine quality of Japine Silk; and while the patterns are so varied that you will have no difficulty in selecting a design to please you, you will find that the service it gives is quite remarkable, and the wear is practically unlimited.

We are, yours obediently,
W. Hewitt & Sons.

Letter sending Sample to Inquirer

March 16, 19 .

W. Willis, Esq.,
Newtown Road, Cirencester.

Dear Sir,

Before you use the enclosed sample of Lesgesta, please be sure to read the accompanying book.

This book is quite different from most others, for it is the result of many years' careful and scientific experimenting. It tells you simply and clearly all there is to know about the causes of indigestion, flatulence, and other stomach troubles, and it shows you just why Lesgesta is the one sure and scientific cure for such troubles.

Every statement the book contains is true and honest. When the case is beyond ordinary treatment, or when the cause is not one that Lesgesta can cure, the book frankly says so.

Provided that you use Lesgesta according to the directions given, we have no fear of the result. We know that there is nothing better in the world—no matter what you pay—and that nothing can do the wonders that Lesgesta has achieved in hundreds of cases.

You can obtain it at any good chemist or druggist at 1*s.* 1½*d.* or 2*s.* 6*d.* per jar. The 2*s.* 6*d.* jar contains four times as much as the smaller one.

We shall not bother you with further letters, but shall always be pleased to give any information you desire.

Yours truly,
The Low Manufacturing Company.

Letter from Printer to Retailers

November 6, 19 .

Messrs. Williams' Stores, Limited.
Short Street, Huddersfield.

DEAR SIRS,

Have you ever put anything in a parcel besides the goods?

If you slipped a message in about some lines you wanted to push, the customer would read it on opening the parcel.

For instance, on the provision counter you could have a nicely typed letter telling people about a splendid line of bottled fruits—just the thing at this time of the year.

The letters would be already folded and slipped in by the salesman.

Vice versa, you could tell the buyers of fruit about some other well-paying line.

It isn't much trouble, and the idea is capable of extension to anything you sell.

Letters exactly the same in appearance as this would cost you quite a small sum per week. Will you give the idea a trial?

This is worth going into. Think it over, and we are sure you will agree.

May we explain more fully?

Yours faithfully,
THE HUDDERSFIELD PRINTING COMPANY.

Letter by Printer seeking Orders for Letter-Headings

April 7, 19 .

To Men of Business,
Anywhere—Everywhere.

DEAR SIR,

What on earth's the good of a salesman who can't worthily represent his firm?

What's the good of a letter-heading that isn't dignified and attractive enough to carry the reputation of the house which uses it?

Two questions that point a moral—the penny-wise-pound-foolish policy of trying to cut the cost of the letter paper because the postage stamps are expensive.

A good letter-heading on a good paper is a silent, powerful representative, emphasising the stability and strength of an organisation.

We are getting up a new booklet of sample headings, and shall be glad to send you one post free. May we?

Yours very truly,
THE TALBOT PRINTERS.

SOME MISCELLANEOUS POINTS ON CIRCULARISING

The Question of Stamping

A CONSIDERABLE difference of opinion exists on the question of the best method of posting circular-letters. Some large firms, sending out great quantities of circulars, consider that it is just as successful to send them under a halfpenny stamp as in sealed envelopes under a penny stamp; others, equally large and equally successful, strongly maintain the opposite. Before discussing the question it is worth quoting the regulations of the Post Office on this matter. Broadly speaking, of course, all printed papers may be sent by the halfpenny packet post, provided that they do not exceed two ounces in weight. The word "printing" is taken to mean "Any species of type-printing easy to recognise, or any mechanical process ordinarily used to produce a number of identical copies of written matter and easy to recognise, such as lithography and hand stamping. Documents wholly or partly printed in imitation of typewriting, or reproduced from a typewritten original by a mechanical process ordinarily used to produce a number of identical copies, are not admissible by the halfpenny post unless·

"(*a*) They are handed in at a Head or Branch Post Office. (Such documents are also accepted provisionally at Town Sub-offices and at certain of the more important Rural Town Sub-offices, subject to their being found to be in order when examined at the Head Office to which they will be sent);

"(*b*) Special attention is drawn to the fact that they are printed or reproduced in imitation of typewriting;

"(*c*) At least twenty copies are posted at the same time.

"'Writing' includes typewriting and any mechanical or other process ordinarily used to produce a single document."

Such letters, of course, may be accompanied by ordinary printed matter, such as leaflets, booklets, blotting-pads, etc., provided such enclosures come within the regulation covering this class of post. Such circulars must of course be posted "without a cover, or in an unfastened envelope, or in a cover which can be easily removed for the purpose of examination without breaking any seal, or tearing any paper, or separating any adhering surfaces." The regulations for foreign and colonial post are practically the same.

It will be seen that the difference between the two classes of post is exactly £2 1*s.* 8*d.* a thousand, and if a large number of circulars are sent out this is well worth saving. At the same time, the general experience seems to prove that unless the class of person addressed is a poor one and is in the habit of receiving very few letters indeed, the policy is a "penny wise and pound foolish" one, but no hard and-fast rule can be laid down, and it is a matter to be decided by actual experiment with each fresh proposition. After all, receipts are nearly always sent out under halfpenny postage, and yet are nearly always opened, so that they receive at least some attention, and it seems a fairly strong argument that circulars sent out in a similar fashion would have at least a chance of being read.

Filling in Names and Addresses

A similar difference of opinion exists upon the question of filling in the name and address to match the actual printing of the circular, but here it seems that the value of doing this is inclined to be over-rated. Of course, where the proposition is an expensive one, it is perhaps wise to do so in order to lose no opportunity of endeavouring to secure orders, but except in such cases the expense of filling in the names does not seem to be really warranted. A well-written and well-produced letter without the name and address would seem to stand almost as good a chance of being read as if the name was included, whereas a badly written letter, or one produced in a slipshod fashion, would seem to gain little from the extra trouble and expense. The people who would read such a letter would do so in any case.

Moreover, unless the name is filled in perfectly (as it must be admitted very few letters are), so as to be indistinguishable to all save a printing expert, the effect is likely to be the reverse of good. The filling in of the name and address so badly as not to match the rest of the letter, merely calls attention to the fact that it is a circular, and in the practical working of an ordinary commercial proposition it is almost impossible to ensure that the matching will be kept absolutely perfect, although this may quite possibly be achieved for the first week or two. While discussing this point, it is worth mentioning that certain firms go to great trouble in filling in the customer's name, not only at the head of the letter but also in the middle of it, making an opportunity by bringing in some such statement as, "This is an offer we make specially to you, Mr. Smith." As a matter of fact this trouble does not seem justified by results, and only affords another opportunity for carelessness on the part of the typist, a carelessness which only leads to a more obvious betrayal of the fact that the letter is a circular.

The Danger of Overcrowding with Enclosures

If possible, care should be taken to see that each letter goes out with not more than one enclosure, or at any rate with only one important enclosure, although it may contain also an order-form and an envelope for the return of the latter. A great number of circular-letters lose much of their effect through containing so many enclosures that the recipient does not know where to start, and consequently consigns the whole batch to the waste-paper basket. Where orders are sought direct, however, order-forms or return envelopes are important accessories, and some such convenience should be sent out with each letter. The question as to whether they should be already stamped or not depends on the proposition, but general experience seems to prove that this is not profitable. At one time it was possible to print on such reply-cards a statement to the effect that they might be posted without a stamp, postage being guaranteed by the addressee, but the Post Office has now stopped this.

Varying the Appearance of Circulars

Another point where care must be taken is to see that all letters do not look alike. This is particularly advisable in the case of a long series of follow-up letters, where there is a likelihood of the person recognising the letter before it can receive any consideration. The appearance should be

varied, not only by the use of different sized and different coloured envelopes, but also by changing the actual notepaper used or by printing one letter in purple ink, another in green ink, and so on. At other times a post-card can be sent instead of a letter; indeed, with certain propositions such cards can be used to the almost entire exclusion of the ordinary letter. Post-cards are considerably cheaper, if only because of the reduced postage, but they often prove effective, because they are almost sure to get read if they are well produced. At the same time a series of follow-up post-cards demands variety even more than a series of ordinary follow-up letters. Then, again, a large mailing card can be used, measuring anything up to the limit of two feet by one foot in size. Another scheme that has achieved great success is to send out a gigantic letter measuring perhaps twenty by thirty inches, on which the typewriting has been enlarged by lithography. Illustrated letters are another means of varying long follow-up series, and these at times prove very successful, but none of these devices should be used too frequently.

How to get and keep Mailing Lists

Any firm using circular-letters will be continually on the look-out for new names of possible customers to whom such letters may be sent, and will for that reason obtain copies of all new directories that are published, particularly such special ones as telephone directories or, for business houses, Sell's Telegraphic Addresses.

The local tradesman will obtain his lists by a variety of means. Every delivery man, for instance, should be instructed to supply the names of any new residents on his rounds. A friendly relationship may be maintained with the local estate agents for the same purpose, while a large number of names can be obtained by the assistants who sell goods across the counter, and who can often obtain the purchaser's name even when the goods are not to be delivered by the firm. All names obtained should be, if possible, kept in a card-index file, each name being given a special card bearing particulars of the class of business done or desired, the source of the name, all purchases made, and a record of all circulars sent, and such other particulars as may seem of interest. Such remarks should, moreover, err on the side of fullness. The index should be divided into at least two sections, as "Customers" and "Non-Customers," and should be kept absolutely up to date, not only by the deletion of all dead or gone-away names, but also by the continual addition of new ones.

LETTERS SEEKING ORDERS DIRECT BY POST

THE business of a mail-order house is so complicated, and its exact method of obtaining business necessarily so dependent upon individual conditions, that the following letters can only serve as examples of principles that have proved successful. As a rule, however, mail-order letters appeal to a somewhat lower class, and can be worded more strongly and in a more popular style than most other business-bringing letters. All mail-order letters should seek to induce the "prospect" to take some immediate action, and for that reason answering must be made as easy as possible, by the inclusion, for instance, of order blanks or reply post-cards. Whenever possible, some special inducement for immediate

action should be offered. This can be done in various ways, to be decided by the general policy of the house, but perhaps the commonest is to offer a reduction of the price or to allow payment by instalments. A series of letters is given showing how this can be worked so as to culminate in the final "rock-bottom" price. At the same time, it must be clearly understood that such a policy must not be adopted without the gravest consideration, as it may easily end in time in no one paying the full price. Certain classes of business have, indeed, been almost ruined by its universal adoption.

Letter in Reply to Inquiry for Patterns

September 27, 19 .

Mrs. Hermann,
"*Northcote*," *Darlington.*

MADAM,

We thank you very much for your inquiry, and send you a selection of patterns under separate cover.

These patterns are, of course, a guide to you in choosing for colour, weight, or texture, but it is the appearance of the material after several months of hard wear that will confirm the belief in us that must have prompted your inquiry.

We should like you to know that for the past forty years people have worn our pure wool Royal Serges with complete satisfaction under every conceivable weather condition, from tropics to storm-bound coast, and have written their appreciation of this material time and time again.

Our tailoring department is at your service, and we hope you will give us the opportunity of proving its efficiency to you. All the work is done under hygienic conditions, and executed by a staff capable of doing justice to the excellency of the material.

If you do not find exactly what you require amongst the patterns, will you please send us a post-card?

Yours faithfully,
THE LONDON CLOTHIERS.

Follow-up to Previous Letter

October 11, 19 .

Mrs. Hermann,
"*Northcote*," *Darlington.*

MADAM,

Your recent inquiry for patterns of our clothing fabrics was much appreciated, and we are prompted to write to you again by the thought that the selection may not have included the exact thing you had in mind.

It is very difficult for us to put together patterns representative of our

stock for sending out generally, and we would therefore ask the favour of a word from you as to any other patterns you would like to see.

One thing of which you can be certain is that, whichever pattern you choose, the wear and appearance will be more satisfactory than anything you have ever purchased before.

We look forward to your reply, and remain,

Yours faithfully,
THE LONDON CLOTHIERS.

P.S.—We allow a special discount of 5 per cent. on all orders of £4 and upwards placed at the same time.

Letter seeking Repeat Order

June 6, 19 .

H. T. Mann, Esq.,
King Street, Southsea.

DEAR SIR,

All the details you sent us for your last order are accurately filled. The same salesman is ready to give your next order that particular attention which has won us our success in the post-order business.

The little book enclosed shows a most attractive selection from our stock of 250,000 pairs; there is certain to be something in it which will appeal to you.

Will you save money once more and make certain of satisfaction by selecting your next footwear from this book?

We pay carriage, and guarantee absolute satisfaction or money back; nothing could be fairer.

Most of our business, of course, consists of re-orders. May we have yours too?

Yours faithfully,
WILKINSON & BENNETT.

Follow-up to Previous Letter

July 6, 19 .

H. T. Mann, Esq.,
King Street, Southsea.

DEAR SIR,

We are of necessity in such close touch with all our customers that the cessation of orders from any one of them is a matter of great concern to us.

Will you, therefore, be so good as to tell us in what respect we have fallen short (if indeed that is the case)?

You may be sure that we shall be only too pleased to do all in our power to rectify anything that may have gone wrong.

We hope you will accede to our request, and assure you that your granting it will be greatly appreciated.

Yours faithfully,
WILKINSON & BENNETT.

Letter sending General Catalogue to Inquirer

Henry James, Esq.,
Leigh Road, Southend.

January 17, 19 .

DEAR SIR,

In reply to your application we enclose our lists, and make a personal request to you to go carefully through them and to examine with extra care the charming set of patterns, which are truthful (though necessarily miniature) colour reproductions of the actual goods.

The lists are sure to appeal to you in some way, because they contain the cream of the bargains shown in our store just now, and you will perceive that the prices and styles are so tempting that it becomes a pleasure rather than a trouble to run over the usefully illustrated pages.

Look at the wonderfully low-priced Costumes, the money-saving lines in Mail Carts and Bedsteads, Trunks and Bags, and the Clothing a man can admire and joyfully wear. Glance at the special offers of Cycles, Cameras, and Clocks; then peep at that rare opportunity to buy Carpets at lowest cost. Then there are Boots, Drapery Goods, and House Furnishings, well though briefly represented. Don't skip a single page, and if you desire fuller particulars send to us and we will answer by return.

Regarding the coloured patterns, let us assure you these are the newest and nicest ideas ever introduced in this class of goods. Without sacrificing durability, we have, after long efforts, produced designs fit for a palace. They display the rich sub-tones and floral multi-tints seen in expensive carpets. This is an achievement well worth your further interest. May we show you these goods, or expect your small trial order? We know you will be gratified.

As usual we pay carriage to your door on parcels of any size, and we sell on easy terms or allow 2*s.* in the £ discount for cash.

Yours faithfully,
THE UNIVERSAL SUPPLY SYNDICATE.

First Follow-up to Previous Letter

Henry James, Esq.,
Leigh Road, Southend.

January 31, 19 .

DEAR SIR,

A short time back you were so kind as to apply for our catalogues, but since then we have not been fortunate enough to hear from you.

May we hope to learn soon that our reply supplied exactly what you wanted, and that we shall have your order, instructions, or response in a few days?

We urge this point, as naturally we wish to know if our lists reached you safely, for we don't want to lose your order or inquiries through lack of attention. It also helps us to keep our records better if we have your reply.

May we add that we are so confident that our goods—in every department—are the best value on sale to-day in a Cash and Credit Store, that we willingly supply on money-back terms, which means that if you are not completely satisfied we return your money and pay carriage on the goods both ways. Needless to say we would not undertake such a responsibility if we felt doubtful about giving satisfaction.

We believe you will heartily appreciate the fairness of this offer. Send us, then, an order on approval.

Yours faithfully,
THE UNIVERSAL SUPPLY SYNDICATE.

Letter by Ladies' Clothing House in reply to Inquiry

November 16, 19 .

Mrs. Griffiths,
The Downs, Somerby.

DEAR MADAM,

The catalogue and patterns we so gladly send to you clearly represent the best class garments that are sold by post and on credit.

We especially warn you against the too prevalent offers of sweated garments at prices which indicate how poorly the costumes, etc., are made. Such garments make women look dowdy, and other women know at a glance that the garment is shoddy and mechanically made.

This is not the case with the clothes we supply. You can see at once that they are designed and made according to the dictates of latest fashion. The finish, the cut, the hang, and the distinguished general effect of each article proclaim it a garment befitting the patronage of the most particular lady.

Moreover, the garments are inexpensive. Indeed, we could not possibly sell at such low prices but for these facts:

(*a*) By purchasing only fashionable fabrics, we can order such great quantities that the largeness of the purchase reduces the cost per yard, and avoids unsold stocks of unpopular cloths.

(*b*) By making only the styles illustrated, we can prevent the waste attending trying to make too many different styles. We have carefully selected the styles shown on the advice of fashion experts, and we feel certain you will find one to suit you.

These garments are sold on our appreciated Easy Terms System; viz. you pay a small deposit, then first instalment one month after you receive garment. For cash we allow 2*s.* in the £ discount, and if there are any other details we can supply we shall be ready and happy to attend to your wishes.

Yours faithfully,
THE ELITE DRESS COMPANY.

Follow-up to Previous Inquiry

December 14, 19 .

Mrs. Griffiths,
The Downs, Somerby.

DEAR MADAM,

A little time ago we sent you our catalogue and patterns in response to your kind inquiry.

We quite expected an early reply, because we felt the details provided formed just the pleasing and money-saving offer that ladies could admire and appreciate.

Perhaps you have not yet been able to determine on the coat or costume you want; sometimes this is a matter requiring extra thought and time. However, we earnestly ask you to make use of our great experience if you think we could aid your choice; also do not fail to write to us if you are unsettled about our Easy Terms; or if you are looking for goods we do not happen to have illustrated in the list sent to you. Our Dress Department will gladly provide any information or help you desire.

We feel confident our goods are right in every way, our prices the lowest for stylish attire; and we know our methods will completely please you if you wish to open an account with us.

May we hope to learn soon that our reply supplied exactly what you wanted, and that we shall have your instructions or response in a few days?

Yours faithfully,
THE ELITE DRESS COMPANY.

Letter seeking Orders for Whisky

November 12, 19 .

Harold Farr, Esq.,
Ealing Crescent, W.

DEAR SIR,

As a man of refined taste you are doubtless looking for something better than the average made market brand of Scotch Whisky.

Just such a brand I have, known as White and Gold No. 2, a blend of the products of the most noted distilleries, and stored for ten years and more, to achieve mellowness with that peculiar delicacy of flavour which appeals to the cultured palate.

Absolute natural purity; complete freedom from artificial colouring or added foreign matter; a whisky that satisfies but never tires.

Many large firms regularly use this whisky for office hospitality, and I think you would appreciate it for similar purposes.

If you would like me to send you a sample, just return the enclosed stamped addressed card.

Yours faithfully,
JOHN MACINTOSH.

Follow-up offering Money-back Guarantee

November 19, 19 .

Harold Farr, Esq.,
Ealing Crescent, W.

DEAR SIR,

To the point at once.

Will you sample my special White and Gold No. 2 Whisky *at my expense?*

If I send you half a dozen bottles, carriage paid, will you taste one bottle, and then stand by your own decision?

If you like it, as I'm sure you will, keep the other five; but if you don't like it, then just return the five bottles left, carriage forward, and I will immediately refund the full amount of your payment without question or quibble.

Don't trouble to write a letter. Just pin your cheque for 24*s.* to this letter, and return it in the enclosed envelope. I shall understand, and send at once, carriage paid, half a dozen bottles of the finest flavoured whisky you have ever tasted.

A sporting offer—will you accept it?

Yours obediently,
JOHN MACINTOSH.

Letter by Mail-Order House—Seeking Names on Snowball Scheme

June 26, 19 .

Mrs. Grierson,
Anerley Road, S.E.

MADAM,

Will you accept a free box of chocolates?

We are making you this offer at the suggestion of Mrs. Talbot.

Two new articles we are introducing—a thoroughly good cocoa, and the finest chocolate it is possible to produce—and we want to make known the excellence and inexpensiveness of both these by the most direct method.

Deargood Cocoa is manufactured to fill the demand for a "quality cocoa" at a low price. It is worth 2*s.* 6*d.* per lb.—7½*d.* per ¼ lb. tin—at the grocers; but we are making it known, not through the grocers, or by means of expensive newspaper or poster advertising, but in the most economical way possible—by post.

Once you have given it a trial you will be astonished at its value, for the price is only 2*s.* per lb., post paid to your home.

Cocoa is highly nutritious, and a food in itself. Deargood Cocoa contains all the best qualities of the finest brands, but is lower in price than any, *because* there is no one between you and the manufacturer to make an intermediate profit. *You* are buying at first cost.

There are many people who would be glad to know of this cocoa, and

we think that several of them are among your friends. You would be doing them quite a good turn if you sent us the names and addresses of, say, ten or more, so that we could send them particulars of Deargood Cocoa.

As a slight appreciation of your trouble in doing so we should like to send you a free box of Deargoods' Delicious Chocolates.

Try the cocoa yourself by sending a postal order for 2*s*., enclose the names of not less than ten friends, and by return of post we will send you carefully packed, and postage paid, a 1 lb. tin of Deargood Cocoa and a free box of chocolates.

You needn't write a letter; just fill in the form, attach your postal order, and post to us in the enclosed envelope.

Yours faithfully,
DEARGOODS.

SERIES OF FIVE LETTERS BY MAIL-ORDER TAILOR

First Letter of Series

March 21, 19 .

Henry Hull, Esq.,
Bolton Road, Newcastle.

DEAR SIR,

You have noticed the clothes of some friend of yours—how they have that easy grace and perfect fit which give so distinctive an appearance!

Does it surprise you to learn that you can get such clothes without ever actually seeing the tailor in person? The reason is that they are made by a tailor who is skilled in the art of cutting and fitting, and recognises every little peculiarity of carriage and build, which we are able to recognise through my unique self-measurement system, invented and registered by myself.

This is the kind of service I offer—an individualised service which gives every client a distinctive appearance; and because my business is so wide in its extent I am able to offer it to you at unheard-of prices.

As to materials, the enclosed patterns will be all that is necessary to demonstrate to you their exclusiveness and quality. May I send you further patterns of some very desirable Spring and Summer materials?

You have my personal promise that your individual requirements will be most carefully studied, and it is my hope that you will find more than usual pleasure and satisfaction in honouring me with your patronage.

Yours very truly,
JOHN O'REGAN.

P.S.—Will you please look through the accompanying booklet entitled "Your Dress."

Follow-up to Previous Inquiry

March 30, 19 .

Henry Hull, Esq.,
Bolton Road, Newcastle.

DEAR SIR,

Have you had an opportunity of looking through the little booklet which I sent you a few days ago?

You will have recognised from your own experience that there is something more than mere skill required to give you clothes which will be unmistakably *your* clothes.

That unobtrusive distinctiveness which denotes thought and taste I can secure for you, for I know something of "Art and Science in Tailoring."

The service you desire to obtain, at a price which is strictly moderate, is the feature of my business.

Will you not give it a trial, and send for patterns *to-day*?

Yours faithfully,
JOHN O'REGAN.

Second Follow-up of Series

April 10, 19 .

Henry Hull, Esq.,
Bolton Street, Newcastle.

DEAR SIR,

Please pardon me if my attentions are inopportune, but the reputation of my individual and distinctive tailoring service warrants the belief that I can give you unusual satisfaction.

Will you allow me to show you that there is something in tailoring other than merely measuring and fitting? In the making of clothes which will be unmistakably *your* clothes there is more than the average tailor is aware of.

A full range of patterns would enable you to make a suitable selection. It is hardly to be expected that you would be able to select one of the three enclosed in our first letter, but if I may send a representative assortment you will have no difficulty.

I do not want to annoy you if you have already purchased, hence instead of sending you the samples now, I am sending you a reply postcard.

Will you kindly return it to me?

Yours faithfully,
JOHN O'REGAN.

Third Follow-up of Series

April 17, 19 .

Henry Hull, Esq.,
Bolton Street, Newcastle.

DEAR SIR,

From a purely business standpoint it would be more satisfactory to you if you placed your order for a Spring or Summer suit as early as possible. I am confident my letters will have made you think of giving me a trial.

In a few weeks' time we shall be getting busy, and may then perhaps be less able to devote as much time as we should like to those little details which help to make the most pleasing and satisfying clothes.

By seeing and selecting your material early in the season you also secure a better choice, and as our new patterns are in stock we would suggest, if we may, that you allow us to submit them to you for your approval.

Our Tailoring Service is characterised by good style and comfort, and every garment we make is cut and fitted by men of West End experience.

I don't want to worry you with more letters, but I still more vehemently don't want to lose the chance of securing a trial. Won't you give me one?

Yours faithfully,
JOHN O'REGAN.

Later Follow-up seeking Small Trial Order

August 26, 19 .

Henry Hull, Esq.,
Bolton Road, Newcastle.

DEAR SIR,

There isn't a better shirt to be found than the "Bridge" shirt.

It's perfect in every detail.

It's comfortable, hard-wearing, stylish, and most inexpensive.

It is cut by men who have studied the particular question of scientific shirt-making, and is designed with a view to giving as much freedom of movement as possible without in any way sacrificing style.

I will send it post free to any one, anywhere, in the United Kingdom; and if they should by any chance not approve of it I will willingly refund their money.

Write your name and address on the accompanying form, enclose a postal order for 4*s.* 9*d.*, and post in the enclosed envelope—to-day. It is a cheap way of proving how good my service is.

Yours faithfully,
JOHN O'REGAN.

SERIES OF LETTERS BY MAIL-ORDER TEA FIRM

First Letter—Sending Sample as an Opening

April 8, 19 .

Mrs. T. Trott,
Albemarle Road, Hull.

DEAR MADAM,

Under separate cover we are sending you a sample of our tea. We want you to try it.

To obtain the very finest results, we want you first of all to heat a dry teapot, and place within it four teaspoonfuls of the tea. Wait until the water, which is not to have boiled before, is just boiling, and pour it into the heated teapot. Allow the brew to stand no longer than three minutes, then pour it off into cups, and we think you will agree with us that it is the very finest tea you have ever tasted in your life.

Yours faithfully,
THE YORKSHIRE TEA COMPANY, LIMITED.

Follow-up to same Letter—Day Later

April 9, 19 .

Mrs. T. Trott,
Albemarle Road, Hull.

DEAR MADAM,

Was not that cup of tea of fine flavour? Was it not unique upon the palate, rich, yet thin and refreshing? Have you ever tasted anything quite like it before? We are sure you never have.

Why not send 1*s.* 9*d.* for a pound, post free, to-day, and see how well you like it when you have really been able to test it properly.

Yours faithfully,
THE YORKSHIRE TEA COMPANY, LIMITED.

Second Follow-up of Series

April 16, 19 .

Mrs. T. Trott,
Albemarle Road, Hull.

DEAR MADAM,

In our last letter we omitted to mention the fact that we are supplying tea to many of your neighbours; and as they are sending us repeat orders, it is obvious that they must be pleased with the value they receive. It was indeed through one of them that we obtained your name. She was so pleased that she was sure you would like it also. We are in the fortunate

position of being able to supply you with tea direct from the plantations, thus saving all the usual intermediate charges. These plantations are in those parts of India and Ceylon most favourably situated for tea growing. The climatic conditions there are so superior to those of other districts that the high quality of the tea grown there is at once evident to the discriminating taste.

We hope you will now allow us to send you a sample order, so that you may follow up the impression conveyed by the small tasting sample we were able to send, and learn really to appreciate our teas.

Awaiting the favour of your reply, which shall have our careful attention,

Yours faithfully,

THE YORKSHIRE TEA COMPANY, LIMITED.

Third Follow-up of Series—Offering Another Sample

April 23, 19 .

Mrs. T. Trott,
Albemarle Road, Hull.

DEAR MADAM,

We have been expecting to receive a trial order from you, but as this has not yet arrived, we are again writing on the subject.

We know you will excuse our persistence when you have tried our teas, for we are able to offer you tea direct from the plantations without any middlemen's charges. This fact alone should convince you that you would be wise to give us a trial. You know there are many kinds of tea—good, bad, and indifferent—but the teas we supply are only the best.

The sample we sent may not quite have suited you. Every one's taste is a little different. Will you not tell us what you thought of it, and let us send you another sample that may suit your taste better?

Accepting this offer involves you in no obligation to make a purchase. Let us see if we can't suit you.

Yours faithfully,

THE YORKSHIRE TEA COMPANY, LIMITED.

Fourth Letter sending Opinions of Users

April 30, 19 .

Mrs. T. Trott,
Albemarle Road, Hull.

DEAR MADAM,

You are evidently a very discriminating tea drinker, for it appears to be a matter of some difficulty to convince you of the fact that we are able to supply high-class tea at the same prices which the ordinary grocer has to charge you for tea of a very inferior nature. As we have told you, this is because we are able to eliminate all middlemen's charges.

If you could only hear what some of your neighbours think of our teas, we believe you would be convinced, so we enclose a little leaflet giving some of their opinions. Of course every one does not like the same blend, but we can suit your taste in every particular. We have Pekoe for those who like a light, delicate tea, Pekoe Souchong for those who like tea with a little more "body" in it, and Souchong, which has a very good "body" and stronger flavour.

If you have mislaid the little descriptive booklet sent you recently, will you let us know, and we shall be glad to send you another, giving every particular you want to know of our exceptional facilities for supplying you with the highest grade of tea at the price of the lowest.

Yours faithfully,
THE YORKSHIRE TEA COMPANY, LIMITED.

Final Letter of Series

May 7, 19 .

Mrs. T. Trott,
Albemarle Road, Hull.

DEAR MADAM,

"Another letter from those tea people!" will be your exclamation upon opening this letter. If we worry you, you must forgive us, but we are so sure of the excellence of our teas, and so proud of their low price, that we cannot allow you to omit to try them through any fault of ours. We know that if once you will really try them, you will forgive our importunity. We know what you will say when you have had time to begin to appreciate their clean, distinctive flavour, and we know how pleased your visitors will be.

Will you not take our word for it and let us send you a trial supply? If you do you will look forward to your tea every day with a joyous anticipation you have never experienced before.

We await your order.

Yours faithfully,
THE YORKSHIRE TEA COMPANY, LIMITED.

SERIES OF LETTERS SHOWING GRADUAL REDUCTION IN PRICE

Letter in Reply to Inquiry through Advertising

January 24, 19 .

T. Smith, Esq.,
Croydon Road, Penge, S.E.

DEAR SIR,

Your inquiry for particulars of our modern language course in French and German arrived this morning, and I have considerable pleasure in

enclosing herewith a copy of our prospectus of this course, showing how comprehensive it is in its scope and how essentially thorough in its detail.

I also enclose a copy of our usual enrolment form, and I shall look forward to receiving this in the course of the next day or so, because I feel sure that, as an enterprising man who wishes to get on in the world of business to-day, you will immediately realise how extremely valuable the knowledge of French and German would be to you in your daily work.

The tremendous improvement in facilities of communication, and the great increase in international competition have combined to render the knowledge of these two modern languages absolutely essential to the man who wishes to succeed. Moreover, our course in these languages is specially designed to suit the requirements of the business man, who does not need the old language as written by the novelists of the sixteenth and seventeenth centuries, but the clear-cut practical language that is used in business life to-day.

May I hope, therefore, that you will post the form without delay? Every day you lose means so many fewer opportunities of success. Will you not put the form in the post to-day?

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

First Follow-up to Previous Letter

January 31, 19 .

T. Smith, Esq.,
Croydon Road, Penge, S.E.

DEAR SIR,

It is now seven days since you received particulars of the British Course in French and German, and those seven days represent seven opportunities you have missed of bettering yourself in the struggle for business success.

Perhaps you do not realise that the call for French and German in modern business is a call that occurs, not every month, but every *day*, and that the demand for capable foreign correspondents is at the present moment at its highest mark. Never before have correspondents been receiving such high salaries or such rapid advancement; never before have students of the British School of Languages been so greatly in demand. Every day heads of large corporations ask us to recommend the best of our students; and whereas, a few years ago, the foreign correspondent of a firm received but little more than the junior clerk, to-day he is in many cases receiving the salary of a junior partner. He is a trusted confidential employee of the firm, and as such receives a salary worthy of his position.

Are you willing to step into such a job as soon as you have finished your course? For, the British Course is specially designed to teach you the real language of France and Germany: not the language of dead authors, but the

practical language of a practical people. Moreover, so cleverly is its plan devised that any one with ordinary intelligence can master its details within a few days. Do not delay any more! I look for your answer to-day.

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Second Follow-up, offering Instalment Payments

February 7, 19 .

Timothy Smith, Esq.,
Croydon Road, Penge, S.E.

DEAR SIR,

I am glad to be able to send you a copy of a new booklet I have just published, and also have pleasure in sending you a very special offer, which I would ask you to treat as being strictly confidential.

The letter attached shows how you may pay by easy instalments if you let me know early. May I urge you to lose no time in coming to a decision?

Even though you pay in this manner you will receive exactly the same service and attention as if you paid the full fees in cash at once. We recognise that a satisfied pupil is our best recommendation, and for that reason allow nothing to interfere with the interest we take in every case.

May I hear from you as early as possible?

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Third Follow-up, offering Special Cash Discount

February 17, 19 .

Timothy Smith, Esq.,
Croydon Road, Penge, S.E.

DEAR SIR,

I am very disappointed that I should not have have heard from you in reply to my offer of our course upon a special easy-payment plan.

It occurs to me, however, that perhaps you would prefer to pay cash if I make a cash discount. This is contrary to our practice, but if you will forward remittance within seven days I will make an exception and allow you a special discount of 20 per cent., *i.e.* 8*s.* 6*d.*—making the total cost only 34*s.* for cash within seven days.

I am making this offer in the hope that you will realise that I am doing my very best to meet you in the matter of overcoming any monetary obstacle which may have prevented you from enrolling for our course in French and German.

You can now either send us one payment of 34*s.* or accept the very easy instalment offer I made last week. I would like once more to assure you of my personal interest in helping you through the course.

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Fourth Follow-up, offering Cash Price on Easy Payments

February 24, 19 .

Timothy Smith, Esq.,
Croydon Road, Penge, S.E.

DEAR SIR,

Since writing to you last week I have been thinking over the matter, and my attention has been called to the fact that we have no agent in your district. I have therefore decided to offer you a really quite exceptional advantage, which is that you can take up our course on the instalment plan and at the same time only pay the specially reduced price which I offered you last week for a full cash payment.

I think this is an offer that you really cannot afford to neglect. The only thing I would ask is that when you, as we feel quite convinced you will, have found the course extremely beneficial, you will make an effort to recoup us for the great reduction we have made you by kindly handing to your friends the enclosed application cards; but you will, of course, make no mention of the special terms we have quoted you.

This is quite a special offer, and we must ask you to treat it in the strictest confidence.

May we ask for a reply by return of post, letting us know whether you wish to accept it, as of course we cannot hold it open long?

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Fifth Follow-up, reducing Cost

March 3, 19 .

T. Smith, Esq.,
Croydon Road, Penge, S.E.

DEAR SIR,

The only reason I am taking such a personal interest in your application is the tremendous demand that exists to-day for capable correspondents, and the fact that I am sure, from my study of your application, that you would do well in this rapidly developing field.

I am particularly anxious, therefore, that you should not be debarred from learning these two foreign languages and acquiring this profitable knowledge

through difficulties of finance. I have consequently decided that in your case we will make a special exception, and allow you to take up either the French course alone, or the German course alone, at half the fee. Moreover, I will allow the special cash discount of 20 per cent. even on this special arrangement, making a total price of 17*s.* only. Further, you can, if you like, pay 7*s.* with your enrolment and the remainder in two fortnightly payments of 5*s.* each. I think now you will admit that there can be no reason whatever why you should not commence to-day to learn this extremely valuable course.

Just let us know which you would rather learn, French or German; send us the 7*s.*, and we will post you on the first course to-day.

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Sixth Letter, making still Further Reduction

T. Smith, Esq., *March* 10, 19 .
Croydon Road, Penge, S.E.

DEAR SIR,

Immediately after writing to you last week, it struck me that I might have allowed you to leave out the text-books, which we supply to all our students.

After all, these text-books are not really required until the end of course; and as it might help you to be able to learn either French or German, as you choose, for a total payment of 10*s.* only, you may if you wish leave out the text-books of that language and obtain the full course of lessons for 10*s.*, payable in four weekly payments of 2*s.* 6*d.*. Then, if you wish afterwards, when you are already reaping the benefits of your knowledge of French, you can obtain the text-books at the ordinary price.

This absurdly low figure of 10*s.* barely covers the cost of preparing the papers, but, as I have told you before, I am anxious that you should not let this opportunity slip. Please, therefore, post your acceptance to-day, before you forget.

Yours truly,
for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Final Letter, offering First Month's Lessons on Approval

T. Smith, Esq., *March* 17, 19 .
Croydon Road, Penge, S.E.

DEAR SIR,

I have written so often that I cannot let the matter drop without writing you one final letter, in the endeavour to persuade you not to lose this

unique chance of learning the two most important modern languages that exist for business men. I have met you in every way as regards price, so that, whatever your position, the matter is easily within your reach.

It seems to me, therefore, that you must perhaps be doubtful as to your ability to learn these languages, and I feel that the only way I can absolutely convince you of this is by letting you have the first month's papers entirely free. You can answer them, and we will correct your answers, point out where you are wrong and how you are to improve yourself; and then, and only *then*, if you wish to continue the course, you can let us have a remittance. Otherwise, and it will be entirely for you to decide, you can stop where you are, and it will not cost you a penny-piece of your money.

I take it you are interested in the subject, otherwise you would not have written to us; but I personally ask you, therefore, to take advantage of this free offer, as it costs you absolutely nothing to make the request. See the lessons for yourself, answer them, study our corrections, and then decide whether you wish to go on. Surely you cannot refuse such an offer as this?

Yours truly,

for THE BRITISH SCHOOL OF LANGUAGES,
JOHN WALLACE, *President.*

Letter accompanying Mail-Letter Catalogue

March 11, 19 .

Mr. G. Rogers,
Haverstock Hill, Hampstead, N.W.

DEAR SIR,

The catalogue you ask for is being sent you at this moment under separate cover. We have tried to make it complete, and we believe it covers every article you are likely to want, while we are sure that the prices will open your eyes to the tremendous financial advantages of dealing direct with us by post, and avoiding all middlemen's charges.

But when the book arrives, and you look through it, we do wish we could be there to look over it with you, and to point out those details that we think will appeal to you. Particularly we would like to read out aloud to you every word printed on the first and second pages. We would like to tell you that every letter in our guarantee is meant from the bottom of our heart. We would like to assure you on our word of honour that if ever you are dissatisfied in the slightest degree with any goods obtained from us, you are perfectly at liberty to send them back to us, and we will return your money without question and without quibble. Should we be able to say this if our goods were not good goods, and not only good goods, but in our opinion the best goods that are made?

Yours truly,

for THE BRITISH XYLONITE GOODS COMPANY, LIMITED,
JOHN BROWN, *Manager.*

General Letter on Advantages of buying by Mail

November 7, 19 .

Miss Welstead,
Clifton Villas, Harringay.

MADAM,

If you will look through the enclosed catalogue, you will be struck by two things—the high quality of the goods and their abnormally low prices. The question of quality we prefer to leave to the words of our customers—some of whose letters we are privileged to quote. But we should like to explain to you that the reason why our prices are so much lower than the ordinary shop prices is because we supply our goods direct to our customers. You thus save all middlemen's profits, and the many charges incidental to warehousing, wholesaling, etc.

Will you please keep this list by you for reference, and if you will only give us a trial order on the first possible occasion we feel sure the result will please you. Any order you give us will receive quite unusual care, and a degree of attention that will surprise you.

Yours faithfully,
IZAACS, GLUCKSTEIN & Co.

Follow-up to Previous Letter

November 14, 19 .

Miss Welstead,
Clifton Villas, Harringay.

MADAM,

The fact that you have not yet sent us an inquiry about our goods makes us fear that the catalogue we sent you may have escaped your notice. We do not like to think that you are not quite satisfied in your mind that we can supply you with a higher class of article than you are now getting, and at a lower price.

The many testimonials we have received from our clients—of which we enclose a few taken at random—may help you to realise the satisfaction we have given to them : a satisfaction we are anxious that you should share. At first sight you may believe it to be easier—as a matter of habit—to buy from the shops in the ordinary way; but it is really much easier to choose what you want from our illustrated list, which contains a much wider selection than you can get in even the largest shop. We need say nothing about the saving in expense ; you need only to look through the pages of the catalogue to appreciate that.

Will you not send us a trial order? We assure you you will not regret it.

Yours faithfully,
IZAACS, GLUCKSTEIN & Co.

Third Letter of Same Series

November 21, 19 .

Miss Welstead,
Clifton Villas, Harringay.

MADAM,

We are beginning to be puzzled as to why we have not yet received an order from you. We do not like to let a possible customer lapse without knowing the reason, for our system of doing business satisfies so many thousands of people that we cannot think of any cause why we should not be able to satisfy you. We are afraid, therefore, we cannot have made it quite clear enough to you how advantageous you would find it to deal with us.

Will you not let us know if there are any further particulars you would like us to send you? We should be so glad to hear from you.

Yours faithfully,
IZAACS, GLUCKSTEIN & Co.

Final Letter to obtain Answer Either way

March 7, 19 .

W. Home, Esq.,
Fleet Street, E.C.

DEAR SIR,

I have written you three letters in answer to your inquiry, and so far I have not been fortunate enough to receive an answer. I am aware that I wrote two of these letters without any real request from you, and that you are not under any obligation whatever to reply unless your personal interest or a peculiarly scrupulous sense of courtesy prompts you to do so.

At the same time I would ask you as a personal favour, even if only to stop me worrying you any more, to be so kind as to post the enclosed card, just to let me know whether you are still interested in the subject or not.

Yours faithfully,
JOHN SMITH & Co.,
JOHN SMITH, *Manager.*

Another Letter seeking a Final Answer

April 24, 19 .

G. Doughty, Esq.,
Queen Victoria Street, W.

DEAR SIR,

You will find enclosed a carbon copy of a letter which you should have received two weeks ago, and you would oblige me very greatly if you could let me have an answer one way or the other at your early convenience.

Although I know I have no right to expect you to do this, at the same time I feel quite confident you will at least let me have a card.

Yours faithfully,
THE ST. IVEL SUPPLY COMPANY,
J. WALLIS, *Director.*

Reminder from Mail-Order House to Old Customers

March 15, 19 .

Mrs. Shooling,
Sloane Street, St. Albans.

DEAR MADAM,

On going through our records we are very sorry to notice that for some time we have not been favoured with any orders or inquiries from you. In view of the fact that you have never made a complaint to us we had taken it for granted that you were quite satisfied with everything supplied to you, but it is possible that in some manner you might have been dissatisfied with something and not have informed us of the fact. We should regret this exceedingly if it were so, as we always make it a point to study our customers' interests, and to encourage a feeling of the keenest satisfaction in our goods.

At no time were we better prepared or equipped than we are at the present; at no time have you had such a large number of bargains to choose from as we can offer you now.

Now, is there nothing at all we can do for you at the moment? Just run through the enclosed leaflet, and see if there is anything you want. Why not send us an order now?

Yours obediently,
THE SIGNET SUPPLY STORES.

HOW TO WRITE LETTERS COLLECTING ACCOUNTS

THE collection of accounts is probably one of the most difficult, and at the same time one of the most important, tasks that faces the writer of business letters. Although the individual amounts involved may not be large, when considered collectively the sum involved soon becomes quite a different matter, and many houses owe a large part of their success to the promptness with which they are able to collect their outstanding debts. The reason why collecting money is so difficult is because it must never be forgotten that the debtor to whom you are writing is a customer, whose future business is liable to be lost if too brusque a tone is adopted, or too strong a demand made for payment.

The letters given below show several styles of "dunning" letters, and it is worth mentioning that the somewhat informal type of letter often brings successful results, partly because it places the matter on a personal footing. This, however, is seldom possible, and most houses have to be content with an ordinary series of formal letters, of which several varieties are given. The recipients of collection letters can usually be placed in one of three classes: the first consisting of slow payers who have the money, but who have fallen into the habit of postponing payment and require several reminders before sending a remittance; the next class consists of people who would pay but who happen at the moment to be short of cash; while the third and final class consists of bad payers who will seize any opportunity to avoid payment altogether. The last class calls for particular firmness, and once it is realised that a customer is to be reckoned in this class steps should be taken to limit his credit altogether. Such bad payers, however, do not represent quite as difficult a problem as the other two classes. After all, when it is known that a person does not intend to pay if he can possibly help doing so, it is time for drastic steps, and one can hardly be too careful or too firm in the matter.

But even with the other two classes firmness is very valuable, and letters should be so written that the debtor realises that the firm means what it says. For this reason care should be taken to avoid making any threat which is not to be carried out, even if it is found that such threats prove for the time being effective. A firm in the habit of making vain threats is bound in the end to suffer through its customers realising that these threats are not likely to be carried out, and trading upon that knowledge.

As is the case with letters seeking business, collection letters should be written as far as possible in the second person rather than the first person. They should endeavour to make the debtor realise that it is to his own personal advantage that the debt should be paid, and that unless all accounts are paid promptly, the customer is bound in the end to suffer, through the trader being compelled to make allowance for bad debts by increasing his prices. In avoiding the use of the first person, it is particularly advisable to avoid any statement which suggests that a debt should be paid because the creditor is "hard up." When a creditor makes such a suggestion the debtor is only too likely to use it as a reason why he in turn should not pay. The only exception to this rule is when a firm, dealing with a large number of small accounts, points out that

though the individual amount may seem trivial, the amount involved soon obtains respectable proportions when thousands of accounts are considered.

Very often the effectiveness of collection letters can be increased if some attempt is made in them to procure further orders. A slow payer will often hesitate to place further orders while his outstanding account is still unpaid, and it often happens that the answer with a further order will also include a remittance. Such an effort to obtain further business should, however, only be made in the first couple of letters of a collection series.

Finally, it may be mentioned that all collection letters should be as short as possible. A long letter is less likely to be read, and for that reason the shorter a collection letter the better. Some firms indeed manage to avoid any necessity for letters at all by the use of gummed "stickers" on their invoices. It is now possible to obtain such a wide variety of these "stickers" that their continual change will itself attract attention.

SERIES OF EIGHT LETTERS ASKING FOR PAYMENT

First Letter—Drawing attention to Account

May 31, 19 .

Albert Kinnersley, Esq.,
Park Street, W.

DEAR SIR,

We have the pleasure to enclose herewith a statement of account of last month's purchases, together with an amount brought forward from February, making a total of £6 7*s.* 8*d.*

Thanking you for your continued confidence, and assuring you of our best attention to your commands at all times,

We are, yours faithfully,
for SELLING & Co., LTD.,
J. COWPER, *Cashier.*

Second Letter—Reminder of Overdue Account

June 30, 19 .

Albert Kinnersley, Esq.,
Park Street, W.

DEAR SIR,

We have the pleasure to enclose a statement of your purchases for last month, and would ask your particular attention to the amount brought forward, which is now past due for payment.

Perhaps you have not noticed that accounts are rendered for payment

monthly, and we are confident this has only to be brought to your notice to ensure an early settlement.

With our thanks in advance for your courtesy,

Yours faithfully,
for SELLING & Co., LTD.,
J. COWPER, *Cashier.*

Third Letter—Second Reminder of Overdue Account

July 31, 19 .

Albert Kinnersley, Esq.,
Park Street, W.

DEAR SIR,

May we ask you kindly to give your attention to our account, a statement of which was recently rendered? We think perhaps you have overlooked the fact that statements are rendered for payment on the 10th of the month following purchases, and having reminded you of this we shall doubtless receive a remittance at your early convenience.

Yours faithfully,
for SELLING & Co., LTD.,
J. COWPER, *Cashier.*

Amount of account rendered, £8 10*s.* 6*d.*

Fourth Application

August 1, 19

Albert Kinnersley, Esq.,
Park Street, W.

DEAR SIR,

We think you must have overlooked the letter sent with a statement of our account at the beginning of last month, and in sending another bill including charges for further purchases, we would remind you of the terms upon which the account was opened—namely, monthly settlements.

You will, we are sure, easily appreciate the very great importance we attach to payments being made regularly, and we feel that we can with confidence ask for your consideration in this respect.

In the present instance, perhaps you will send your cheque during the next few days, and we thank you in advance for the courtesy of your attention.

Yours faithfully,
for SELLING & Co., LTD.,
J. COWPER, *Cashier.*

Fifth Letter—Request for Cheque Within Ten Days

Albert Kinnersley, Esq., *August* 14, 19 .
Park Street, W.

DEAR SIR,

We wrote to you quite recently expressing our disappointment that our previous applications for a settlement of the overdue account had not received your attention. Even now we have received no response, and it is obvious you do not appreciate the impossibility of the matter being left in the present unsatisfactory state.

It now only remains for us respectfully but firmly to insist upon an immediate settlement, and we thank you in anticipation of your sending a cheque to us during the next ten days.

Yours faithfully,
for SELLING & CO., LTD.,
J. COWPER, *Cashier.*

Sixth Letter—Request for Cheque by Return

Albert Kinnersley, Esq., *August* 24, 19 .
Park Street, W.

DEAR SIR,

It is a source of disappointment to us to find that our recent communications upon the subject of your outstanding account have not resulted in a settlement being effected, and we take this opportunity of reminding you that upon the occasion of the account being opened we explained that payments were due monthly.

The non-observance of this important condition involves much unnecessary expense, and inconveniences book-keeping arrangements to a considerable extent, and we shall be glad if you will obviate the necessity for further correspondence by sending us a cheque by return of post.

Yours faithfully,
for SELLING & CO., LTD.,
J. COWPER, *Cashier.*

Amount of account rendered, £8 10*s.* 6*d.*

Seventh Letter—Threat to instruct Local Agent to collect

Albert Kinnersley, Esq., *September* 10, 19 .
Park Street, W.

DEAR SIR,

Account rendered, £8 10*s.* 6*d.*

We have made several applications for a settlement of this trifling account without receiving a reply, and unless we receive a remittance on or

before Friday next, we shall instruct our local agent to collect the amount, the expense of which will of course fall upon you.

Yours faithfully,
for SELLING & Co., LTD.,
J. COWPER, *Cashier.*

Alternative Seventh, or Eighth Letter—Final Threat to instruct Solicitors

September 10, 19 .

Albert Kinnersley, Esq.,
Park Street, W.

DEAR SIR,

We regret that previous applications for a settlement of our account amounting to £8 10*s.* 6*d.* have not received your attention; and in view of its overdue nature, we have to indicate our inability to consent to further delay taking place.

Consequently, unless we have your remittance within the next three days, we shall be compelled to ask our solicitors to take the necessary steps to obtain payment.

Yours faithfully,
SELLING & Co., LTD.

SERIES OF FIVE LETTERS WHERE CREDIT IS DOUBTFUL

Formal First Reminder

March 24, 19 .

Henry Smith, Esq.,
Nottingham Street, N.

DEAR SIR,

Permit me to invite your attention to our account rendered to the 28th February, for the sum of £1 7*s.* 7*d.*, and to solicit the favour of a cheque in settlement at your early convenience.

Thanking you in anticipation, I have the honour to be

Your obedient servant,
JOHN MACDOUGAL.

Another Form of a First Reminder

October 21, 19 .

Messrs. Smithson & Co.,
Portsmouth.

DEAR SIRS,

I take the liberty of calling your attention to the small account of £7 10*s.*, which has evidently escaped your notice. As this amount fell due for payment last quarter-day I shall be glad if you will let me have a cheque by return.

Yours faithfully,
GEORGE WALTER.

Follow-up to Ditto

November 4, 19 .

Messrs. Smithson & Co.,
Portsmouth.

DEAR SIRS,

May I again remind you that the small account respecting which I wrote on the 21st October is now considerably overdue? I trust that as the amount is only £7 10*s.*, you will be able to let me have a cheque in settlement by return.

Yours truly,
GEORGE WALTER.

Third Application

November 18, 19 .

Messrs. Smithson & Co.,
Portsmouth.

DEAR SIRS,

I am surprised that no notice has been taken of my two previous applications for the settlement of your small account, now considerably overdue. The amount is only £7 10*s.*, and I must ask you to let me have a cheque at once.

Yours faithfully,
GEORGE WALTER.

Final Application

December 1, 19 .

Messrs. Smithson & Co.,
Portsmouth.

DEAR SIRS,

As I have applied several times for the small account of £7 10*s.* which is now long overdue, and as you have seen fit entirely to ignore these applications, I shall, greatly to my regret, be compelled to place the matter in the hands of my solicitors. I shall feel very loth to do this, and I trust you will see your way to obviate the necessity by sending a remittance in full by return of post.

Yours faithfully,
GEORGE WALTER.

ANOTHER SERIES OF SIX SHORT LETTERS

First Letter—Short Application for Payment

July 23, 19 .

John Field, Esq.,
Wood Street, E.C.

DEAR SIR,

We venture to remind you that our terms are "Net Cash" on the 9th, following receipt of monthly statement.

Your account is therefore considerably overdue, and we trust you will give the matter your earliest attention, and oblige.

Yours faithfully,
LEE & JONES, LTD.

Second Letter—Reminder of Overdue Account

August 1, 19 .

John Field, Esq.,
Wood Street, E.C.

DEAR SIR,

We would again remind you that your account has now considerably extended the limits of our usual credit, and we hope for a settlement by return.

Yours faithfully,
LEE & JONES, LTD.

Third Letter—Request for Personal Attention

August 15, 19 .

John Field, Esq.,
Wood Street, E.C.

DEAR SIR,

Will you be so good as to send us a cheque for our account?

Nothing disturbs business relations so easily as the question of credit, but we believe that you will take this reminder in the spirit in which it is given.

Will you please give this matter your personal attention? We shall appreciate the action very much.

Yours faithfully,
LEE & JONES, LTD.

Fourth Letter—Request for Remittance by Return

September 1, 19 .

John Field, Esq.,
Wood Street, E.C.

SIR,

We have already rendered the enclosed account several times. This frequent application for payment involves considerable work and expense, and we request, therefore, that you will send remittance by return.

Yours faithfully,
LEE & JONES, LTD.

Fifth Letter—Second Application for Cheque by Return

September 15, 19 .

John Field, Esq.,
Wood Street, E.C.,

SIR,

The enclosed account is now long overdue. It has already been rendered several times, and we must therefore request an immediate settlement by return.

Yours faithfully,
LEE & JONES, LTD.

Sixth Letter—Threat of Solicitors' Action

October 1 19 .

John Field, Esq.,
Wood Street, E.C.

SIR,

We have repeatedly rendered your account, and we regret that you have not yet forwarded remittance.

If we do not hear further from you within seven days we shall be reluctantly compelled to hand the account to our solicitors for collection.

Yours faithfully,
LEE & JONES, LTD.

INFORMAL COLLECTION LETTERS SUITABLE FOR MAIL-ORDER CIGAR MERCHANTS OR SIMILAR BUSINESS

June 5, 19 .

B. Biggs, Esq.,
Albert Grove, Chatham.

DEAR SIR,

The enclosed statement shows a balance of 35*s.* due to us on your account from last month.

Through the very nature of my business I necessarily have a large number of accounts, each individually small, but for that very reason I cannot afford to allow the collection expense to reach a high figure. Perhaps, therefore, you will take this into consideration and let me have a remittance by return to settle this quite trivial account.

Besides wishing to save myself the trouble of sending another application, I am just as desirous of saving you the annoyance of receiving another application.

Yours faithfully,
JOHN WILSON.

Second Letter of Same Series

June 19, 19 .

B. Biggs, Esq.,
Albert Grove, Chatham.

DEAR SIR,

You will find pinned to this letter a duplicate of the statement I sent a fortnight ago showing a balance of 35*s.* still due. I hope the fact that you have not settled this account does not indicate in any way that you were not pleased with the cigars. If that is so, please let me know at once, so

that I may not worry you with invoices that I myself would rather you did not pay.

In selling my cigars my one and only concern is to please my customers, and I always wish the cigars themselves to be my most potent debt collector. I want them to be so good that every man who smokes them will feel impelled to write out a cheque on the spot.

If for any reason you were not pleased with them, I hope you will send me a line saying that you do not wish to pay for them. I will then cross off the account without a quibble.

Yours truly,
JOHN WILSON.

P.S.—Of course I would rather have the money.

Third Application

July 3, 19 .

B. Biggs, Esq.,
Albert Grove, Chatham.

DEAR SIR,

At the time of writing you this letter it is a beautifully fine day, and I hope that when you receive it, it will be quite as fine; so bright and sunshiny that you will feel so content with the world that you will at once take out your cheque-book and send me a cheque for 35*s.*, just to balance the small account for the cigars sent to you in March.

You will excuse my writing in this flippant way, but I smoke my own cigars, and they make me so much at peace with the world that I feel quite sure it is only pressure of other matters that has caused you to overlook this small account.

I hope you will find the cigars as good as I do, and if you do I know you will send a cheque for these and perhaps at the same time an order for another hundred.

Yours truly,
JOHN WILSON.

Fourth Application

July 17, 19 .

B. Biggs, Esq.,
Albert Grove, Chatham.

DEAR SIR,

I am beginning to get worried, fearing that you cannot have received my last three letters, because you would surely not let the small sum

of 35*s.* be an excuse for me worrying you with four of my somewhat unusual letters.

Please write me out a cheque now and send it on, because I sell these cigars at such a very low profit that if I have to write another letter I shall have used nearly the whole of my profit in my five postage stamps.

Yours truly,
JOHN WILSON.

P.S.—Perhaps you have been waiting until you used up the cigars, so that you can send a cheque for the last 100 and for another 100 too. Send me a cheque now and tell me to send the further 100 cigars in a week or a fortnight as the case may be. But please send the cheque and save my remaining 1*d.* of profit.

SERIES OF THREE COLLECTION LETTERS TO GOOD CUSTOMERS

June 14, 19 .

W. Wilson, Esq.,
Grand Parade, Manchester.

DEAR SIR,

Our facilities for serving you promptly and courteously are always at your service, and we would remind you that whatever your requirements may be, however large or however small, they will be appreciated, for we are always ready and anxious to do all in our power to be of use to you.

Do not hesitate to write us at any time; we are never too busy to give your letters personal attention, and it helps to make us better known to one another.

Our cashier asks me to enclose the attached detailed statement of your account to date, and I hope when you send your cheque it will be accompanied with an order or an inquiry, either of which shall have immediate attention.

Assuring you always of our interest,

Yours truly,
PRINTEMPS & Co.,
F. STANLEY, *Manager.*

First Follow-up

June 21, 19 .

W. Wilson, Esq.,
Grand Parade, Manchester.

DEAR SIR,

Not many days ago I wrote asking if we might not be of service to you, and at the same time enclosed our account, for which I had expected before this to have had your cheque.

It occurs to me that there may be some special reason why we are so far without your reply, and I would like to remind you that if we can do anything to help matters we should be glad of the opportunity of hearing from you.

It may be that you would like to postpone payment for a week or two, and if this is so, will you let us know when we may expect a cheque, so that your special file card may be put forward to the date you mention.

We shall be glad to do this, but we would ask you to let us have a line, so that we know just what to do.

Mark your reply "personal," will you, please?

Yours truly,
PRINTEMPS & Co.,
F. STANLEY, *Manager.*

Second Follow-up of Same Series

June 28, 19 .

W. Wilson, Esq.,
Grand Parade, Manchester.

DEAR SIR,

This morning our cashier reminds me that your account is still unpaid, and as I have written you twice previously, I am somewhat at a loss to know what to do.

I am most anxious that nothing shall be done which might cause you unnecessary inconvenience, but at the same time you will admit that the account in question is overdue and ought now to have serious consideration.

Will you be good enough to write me by return, so that satisfactory terms of settlement can be arranged.

Yours truly,
PRINTEMPS & Co.,
F. STANLEY, *Manager.*

Letter for Firm having Many Small Accounts

June 10, 19 .

Henry Brown, Esq.,
Cluny Street, Manchester.

DEAR SIR,

May we call your attention to the enclosed account for goods supplied to your order last March, as we feel it must have escaped your notice.

When you consider that we are handling every month more than 20,000 separate accounts you will appreciate that even quite a small proportion of

overdue accounts soon amounts to several thousand pounds, and as we on our part make it a matter of principle to discount all our bills promptly, we feel we must insist upon prompt payment by our customers in their turn.

We would not mention the matter if we did not feel that this small item must have been overlooked, and we hope we may look forward to receiving a remittance in due course of post.

Yours faithfully,
FRANK HARDING.

Final Letter—Explaining Necessity for Prompt Payment

March 5, 19

J. Griggs, Esq.,
Denmark Street, Chester.

DEAR SIR,

May we remind you that we have already made four applications for payment of your account for last November, and also that as far as we can trace we have not received any reply to these applications.

As you must know, competition is keener to-day than it ever has been before, and our aim of achieving the highest quality at the lowest price is more difficult than ever. It is therefore absolutely essential for us to collect our accounts promptly, so that we may be able to purchase materials in large quantities at cash prices. If we were unable to do this through a large number of accounts remaining outstanding, in the end our customers would suffer through our inability to supply them with the same standard of goods at the same low prices.

We hope, therefore, that you will realise that for your own sake, as well as for ours, prompt payments are of great advantage to us both.

It is not wise to allow our money to lie idle through the continuance of overdue accounts when it should be in use purchasing raw materials for our benefit and for yours.

We think as a business man you will appreciate this aspect of finance, and we greatly hope, therefore, that you will see your way to send us a remittance by return of post.

Yours faithfully,
WARREN & PORTER.

Letter sent to Honest Debtor in Difficulties

April 18, 19

William C. Arthur,
Castle Street, Leeds.

DEAR SIR,

We should like you to understand that we fully appreciate the circumstances that have made it impossible for you to settle our account before this.

We have the pleasantest memories of the promptness with which you have always met your bills in the past, and as a slight appreciation of this we shall be very glad to extend to you any reasonable accommodation that you may desire.

Perhaps, for instance, you could arrange to make us a monthly payment on account. If you can make regular payments in this way we shall be glad to supply you with any goods you may desire up to a reasonable amount. Of course these further orders will have to be paid promptly each month, while the present account can be worked off as suggested by monthly payments. We hope you will see your way to accept this proposal, as it will enable us to continue doing business on the friendly basis that has so long existed between us.

We shall be much obliged if you will let us have a reply by return of post.

Yours faithfully,
BARRETT & LITTLER.

Reminder of detailed Account

April 28, 19 .

A. Balfour, Esq.,
Stockton Street, Forest Gate.

DEAR SIR,

As you are no doubt aware your account is now considerably overdue, and we enclose herewith a duplicate invoice showing its details.

We shall be very glad if you can send us a remittance by return, but if it is not convenient for you to do this at the moment, we hope you will let us know whether the account is correct and when we may expect a settlement.

It is never quite satisfactory to let such matters run on indefinitely, as it is then so difficult to settle any disputes that may arise as to the exact details of the account. Naturally such disputes are things we want to avoid just as much as possible.

Yours truly,
BIRD & WRIGHT, LTD.

Collection Letter where Many Small Accounts are handled

January 27, 19 .

H. Bygrave, Esq.,
Pemberton Terrace, Hull.

DEAR SIR,

If we had to write three letters asking for payment of each of the 30,000 accounts we handle every year, it would cost us for postage alone exactly £375. Fortunately, however, most of our customers pay us by return of post, and we know it is only pressure of other affairs that has caused you

to omit to do so. We hope you will not think us unduly insistent if we ask you to let us have a remittance by return.

You can see that when it mounts into hundreds of pounds we have to watch our expenses of collection pretty closely, and we know you will help us in our endeavour to avoid such a serious expense.

Yours truly,
KING & RAVIS.

Personal Form of Reminder to Valuable Customer

May 5, 19 .

John Allison, Esq.,
Myrtle Grove, Winchester.

DEAR SIR,

While going through my books yesterday I noticed that your January account has not yet been paid. I have no doubt this small amount has escaped your attention, and I am just writing to remind you of it as we are very shortly closing our books for our financial year. If it is convenient to you I should appreciate a cheque not later than the 20th, so as to avoid carrying the amount into the next year's accounts.

While I am writing to you I should like to mention that we have just received our new season's patterns, and if you are thinking of getting a new suit or overcoat you might like to drop in and see them shortly, as some of the patterns are exclusive and cannot be repeated.

Yours truly,
IAN BULLOCH.

Letter to Old Customer whose Account is Overdue

April 22, 19 .

Walter Paton, Esq.,
Church Street, Gloucester.

DEAR SIR,

At the last meeting of directors of this company a resolution was passed definitely fixing the period to which I am allowed to extend credit. This resolution fixes a final and unalterable limit of sixty days.

As you will see from the enclosed extract I am not allowed to permit any extension of this period without special authority from the directors—in fact, I believe I am not strictly right even in telling you of this resolution, but as an old customer of ours your business is too valuable for me to adopt any other course. I feel justified in giving you these details by the length of time you have been a customer of ours.

I have been instructed to furnish a statement of all outstanding accounts

by Monday next, and I feel sure you would rather your name did not appear among those to whom credit will in future be refused. I am therefore letting you know at once, so as to give you as much time as possible.

I remain,
Yours faithfully,
THE WESTSHIRE STORES LTD.
B. MALCOLM, *Manager.*

Notifying that Discount is only allowed upon Prompt Payment

June 10, 19 .

Messrs. Mulligan & Co.,
Dublin.

DEAR SIRS,

With reference to our invoice for goods supplied to you on May the 13th we would ask you to note that the cash discount of 5 per cent. is only allowed when payment is made within one month of the date of invoice. If therefore you wish to accept this advantage we hope you will send remittance by the 17th June.

Yours obediently,
THE WHOLESALE DRAPERS LTD.
JOHN COTTON, *Manager.*

Letter sent where Collector has called in vain

August 29, 19 .

William Richardson, Esq.,
Oxford Street, Bristol.

DEAR SIR,

Our collector has repeatedly called for payment of your June account, but has failed to get any satisfaction. As you have now had possession of the goods for over two months we must ask you to favour us with at the least a remittance on account.

Our collector has been instructed to call upon you within the next two or three days, and unless you care to remit the amount direct to us here, will you please arrange for him to receive payment upon his calling?

Yours faithfully,
pp. J. MCNEIL & SONS, LTD.
H. WHITE, *Manager.*

Letter sent when Remittance has been promised but not paid

October 5, 19 .

Andrew Wall, Esq.,
Sursidon Street, Hull.

DEAR SIR,

We beg to remind you that we have not received the remittance promised in yours of the 20th ultimo.

Will you kindly give this your attention, and let us have the amount due by return post.

Thanking you in advance,

We are,
Yours faithfully,
THE WILSON SHEETING CO., LTD.
N. KIRBY, *Accountant.*

Amount due, £47 16*s.* 10*d.*

Strong Letter where Payment promised and not made

May 5, 19 .

Mr. W. Munn,
Weir Road, Leicester.

DEAR SIR,

We are sorry to notice that the cheque you promised our representative has not yet been received. This amount has now been long overdue, and we think you will agree that we have granted every latitude you could reasonably ask for. We therefore beg to inform you that unless this remittance is received within seven days after date of this letter we shall have to take legal proceedings to recover payment.

Yours faithfully,
BIGGS & PENWARDEN.

HOW TO DUPLICATE A CIRCULAR-LETTER

PROBABLY no department of printing has been developed so largely during the last few years as that concerned with the printing of imitation typewritten letters. Indeed, such a state of perfection has been reached that although when only a few copies are required it may still be the best plan to have them typed by hand in the ordinary manner, it is now quite possible to produce many thousand copies of a letter in an hour or two, and each copy will be practically indistinguishable from an individually typewritten letter.

This great advance is due to the perfecting of several devices which allow the letters to be printed through an actual ribbon, similar in composition to that used in a typewriter, instead of from type inked by a roller in the manner of the ordinary printing press. There are now several of these devices on the market, of which probably the best known is the "Gammeter Multigraph," sold by the International Multigraph Co. of Holborn Viaduct. As these machines print through an actual ribbon of similar colour and strength to the ordinary typewriter ribbon, it is usually possible to obtain an almost perfect match when filling in the names and addresses, provided always that sufficient care is taken to see that each of the typewriter ribbons has been used as much as and not more than that in the machine.

These machines, however, are somewhat expensive, and although large users of form-letters find them a very profitable investment, the firm using letters only occasionally will need to consider the matter carefully. A large number of printers have, however, added these machines to their plant, and where the quantity of form-letters used is not sufficient to justify the purchase of the machine, letters can be obtained from these firms. If such a firm is not available in any town, a number of names can be obtained from the lists of advertisers in the various business magazines, among which might be mentioned the Facsimile Letter Printing Co., Ltd., of Tudor Street, London, E.C., as a firm that is known to do good work.

Although some device which prints through a ribbon is indispensable if really good work is to be turned out, some firms still continue to use (apparently with profit) various stencil-cutting devices, and ordinary printing in purple ink from "typewriter" types, but such work can never be compared in quality with the ribbon-printing machines; and even if the latter are somewhat expensive the improvement in quality well repays the extra cost.

LETTERS *RE* REFERENCES, CREDIT, ETC.

THE following letters need little or no explanation. The need for them arises continually in every business, and the most desirable quality in any letters upon these subjects is care not to let one's opinion be influenced by personal prejudice. This is especially so when a reference must be answered in an unfavourable manner. Any display of prejudice or animosity is capable of bringing the matter within reach of the law, and the greatest care must be taken in such cases to see that the letter contains only statements that can be proved to be true, and that are, moreover, absolutely necessary to give a correct reply to the letter seeking a reference.

Letters to customers on the question of credit call for a great amount of tact, and a skilful correspondent can save his firm much money in orders that would otherwise be lost. Such letters should, as a rule, be on the long side.

LETTERS TAKING UP AND ANSWERING REFERENCES OF APPLICANTS FOR SITUATIONS

Letter taking up Personal References

Rev. W. Neale, *June* 19, 19 .
The Elms, Caterham.

DEAR SIR,

Mr. J. Thompson, of 17, Parklangley Road, Croydon, has applied to us for a position as representative, and has given us your name as reference. We shall be obliged if you will inform us if you can testify as to his diligence and trustworthiness. Any information you may convey to us will be treated as strictly confidential.

We enclose stamped addressed envelope, and would thank you for an early reply.

Yours faithfully,
THE CENTURY CLOCK COMPANY, LIMITED,
H. BROUGHTON, *Secretary.*

Answer to Previous Reference

H. Broughton, Esq., *June* 21, 19 .
The Century Clock Company, Limited, London.

DEAR SIR,

I am in receipt of your letter of the 19th inquiring about Mr. James Thompson.

I have not seen him for a year or two, but I know him quite well, and hear

from him from time to time. I am sure that if your firm employ him they will find him hard-working, diligent, and quite trustworthy.

Yours faithfully,
W. NEALE.

Reply refusing Reference

June 21, 19

H. Broughton, Esq.,
The Century Clock Company, Limited, London.

DEAR SIR,

In reply to your inquiry concerning Mr. James Thompson, I regret to say that I cannot see my way to give you the information which you ask for.

Yours faithfully,
W. NEALE.

Inquiry as to Character of Proposed Book-keeper

January 10, 19

Messrs. Clark, Son & Jones, Ltd.
Holloway.

DEAR SIRS,

Mr. Walter McNab has applied to us for a position in our counting-house and mentions that he was employed by you up to last month. We shall be much obliged if you will tell us, in strict confidence, whether you consider him suitable for employment in a position of trust where considerable sums of money will be passing through his hands. We should also like to know whether you found him sober and possessed of sufficient initiative to be able to devise improvements in book-keeping systems, etc.

Thanking you in anticipation,

We remain, yours faithfully,
HENRY HOBBS & SONS.

Satisfactory Answer to Previous Inquiry

January 11, 19

Messrs. Henry Hobbs & Sons,
Sheerness.

DEAR SIRS,

We are glad to be able to testify to the abilities of Mr. Walter McNab, who left us of his own accord because he was desirous of improving his position and whom we were very sorry to lose. He was in our service for

three years, and during the whole of that time we found him sober, industrious, and perfectly trustworthy. Although he was not in a position with us to introduce improvements in our systems, we consider him quite capable of doing so, and think you should have no hesitation in employing him.

Yours faithfully,
CLARK, SON & JONES, LTD.

Unsatisfactory Answer to same Inquiry

January 11, 19 .

Messrs. Henry Hobbs & Sons,
Sheerness.

DEAR SIRS,

With reference to your inquiry *re* Mr. Walter McNab, we are surprised that you should have been given our name as a reference, as we are sorry to have to inform you that we were obliged to dispose of his services owing to irregularities in the accounts for which he, with others, was responsible. At the same time, we wish it clearly to be understood that it was never definitely proved to whose fault these irregularities were due. We have no wish to stand in his way, but as you have been good friends of ours for some time, and you mentioned that the position is one of considerable responsibility, we feel bound to inform you of the fact.

It is possible, however, that as the fault may not have been his, the experience will be sufficient to prove an excellent warning; and as he showed himself to be a very capable book-keeper, perhaps you could arrange to give him a trial in a position where he would not, at first, be afforded too much scope. We need not, of course, remind you that this information is given in the strictest confidence.

Yours faithfully,
CLARK, SON & JONES, LTD.

Another form of Unsatisfactory Answer to same Inquiry

January 11, 19 .

Messrs. Henry Hobbs & Sons,
Sheerness.

DEAR SIRS,

In reply to your favour to hand this morning, we are surprised that Mr. McNab should have given our name as a reference, as he was only employed by

us for a few months; and although we had no particular fault to find with him, we did not consider his services sufficiently valuable to retain them at the end of the season's rush.

Yours faithfully,
CLARK, SON & JONES, LTD.

General Reference for Typist

To whom it may concern.

I have pleasure in testifying to the excellent capabilities of Miss D. Hamilton, who has been employed in my office for several years. Miss Hamilton is a proficient shorthand-typist, and has a thorough knowledge of office routine, including card-indexing systems. I can confidently recommend her to fill a similar position with another firm.

(*Signed*) WILLIAM WILLIAMS, *Managing Director.*
THE WILLIAMS CURATIVE INSTITUTE.

LETTERS OF INTRODUCTION

Letter of Introduction for Business Friend

January 13, 19 .

J. Stevenson, Esq.,
Messrs. Stevenson & Stevenson, Ltd.,
London.

DEAR MR. STEVENSON,

The bearer of this letter is my friend Mr. James Montgomery, of the firm of Orr, Rose & Co., with whom we have for many years had business relations.

Mr. Montgomery is visiting London for the purpose of arranging fresh agencies for the excellent line of goods produced by his firm, and I hope I will not be trespassing upon your kindness in asking you to show him some of the courtesy you always show me when I have the pleasure of visiting London. Anything you can do to help will be very greatly appreciated by

Yours truly,
JOHN WALKER.

Letter introducing Client

February 4, 19 .

Messrs. The Primitive Publishing Company,
Manchester.

DEAR SIRS,

Mr. Henry Ferguson, who is one of our most valued clients, will shortly be visiting Manchester, and we have told him that we are sure you

will be only too glad to introduce him to some of the prominent business men he is anxious to meet.

Mr. Ferguson has promised to get in touch with you as soon as he arrives, and we know you will do your best for him, not only for our sake, but for his also.

Thanking you in anticipation, we remain,

Yours faithfully,
FRANK COOPER & JOHNSON,
J. JOHNSON.

Introduction for Person seeking Position as Clerk

March 20, 19 .

C. Langton, Esq.,
The Hudson Shipping Company,
Fenchurch Street, E.C.

DEAR MR. LANGTON,

Mr. Frank Smith, who will hand you this letter, is the son of my old friend Mr. Walter Smith, whom I believe you met at our house some years ago. Mr. Smith, as you may know, has recently met with a series of business reverses, and it is necessary for his son to obtain immediate employment in some clerical occupation, and I send him to you in case you have any post which you think he could fill. Perhaps, in the event of your having nothing in your office suitable for him, you may know of some vacancy elsewhere; and I need not tell you that anything you may do for him will be greatly appreciated both by his father and myself.

Yours very truly,
WILLIAM HENDERSON.

Answer to Previous Letter of Introduction, expressing Regret

March 30, 19 .

Wm. Henderson, Esq.,
High Street, Chiswick.

DEAR MR. HENDERSON,

Mr. Frank Smith duly called upon me this morning, and I was much impressed by his general appearance and intelligence. At the same time, I am sorry to say that this is now our slack season, and I am afraid I have no vacancy that he could fill to the advantage of either of us. I have, however, sent him along to a couple of friends of mine, who it is just possible may be able to do something for him, in which case he will doubtless let you know himself. I am sorry I could not do more than this.

I remain, yours very truly,

LETTERS INQUIRING AS TO FINANCIAL STABILITY OF FIRMS

Application for Reference for Prospective Tenant

February 3, 19 .

Mr. William Downs,
Denmark Hill.

DEAR SIR,

Mr. Richard Cope is desirous of becoming tenant of my house and shop situate at 92, Palmer Road, and has given me your name as one of his references. I shall be glad if you will inform me at your very early convenience whether Mr. Richard Cope is a respectable and responsible person, and able to pay a rental of £72 per annum. He proposes taking the premises for a term of six years. I enclose a stamped addressed envelope for your reply.

Yours faithfully,
THOMAS BOTT.

Similar Letter to Bank

September 20, 19 .

The Manager,
The Specie Bank, Limited.
Cornhill, London, E.C.

DEAR SIR,

Your customer, Mr. Nathan Samuel, of Bishopsgate, has applied to me to let to him 54, Throgmorton Street, on lease for five years at a rental of £2,200 per annum, and has named you as one of his references.

I shall be obliged if you will inform me, in confidence, whether, in your opinion, Mr. Nathan Samuel is able to pay the rent named; also whether you consider he will make a desirable tenant.

Thanking you in anticipation,

Yours faithfully,
ALFRED USHER.

Favourable Reply

September 22, 19 .

Mr. Alfred Usher,
Finsbury Square, E.C.

Dear Sir,

I am in receipt of your letter dated 20th September, 19 , and consider Mr. Nathan Samuel to be both respectable and responsible, and well able to pay the rent stated in your letter. I may say that I have known Mr. Nathan Samuel for many years, and his business relations with me have been of a very satisfactory nature.

Yours faithfully,
pp. The Specie Bank, Limited,
Arnold Toynbee, *Manager.*

Inquiry *re* Advertising Agent

June 24, 19 .

Messrs. Dodd & Fisher,
Liverpool.

Dear Sirs,

We have been offered a large order by a firm of advertising agents, trading under the style of The Jones Advertising Agency, of Broad Street, and we should be much obliged to you if you would let us know in strict confidence whether you consider that the position of this firm warrants a credit running into possibly £200 a month.

I hope you will excuse my troubling you in this matter, but I shall be only too glad to do a similar service for you should occasion arise.

Yours faithfully,
The Preston Publishing Company, Limited.
Henry Macwhirter, *Manager.*

Favourable Reply to Previous Letter

June 25, 19 .

Henry Macwhirter, Esq.,
The Preston Publishing Company, Limited, Preston.

(*Confidential*)

Dear Sir,

We are obliged for your inquiry with reference to The Jones Advertising Agency, and are glad to be able to give you such information as we can.

We believe you would be quite safe in allowing this firm credit to the amount you mention, as the agency is now acting for a large number of

prominent and substantial firms, and Mr. Jones, the Governing Director, is not only an able advertising man, but, we believe, a capable and conservative business man.

We have never had transactions with them, but we know Mr. Jones personally, and we believe you would be quite safe in granting him credit.

Yours faithfully,
DODD & FISHER.

Unfavourable Reply to Ditto

June 28, 19 .

Henry Macwhirter, Esq.,
The Preston Publishing Company, Limited, Preston.
(*Confidential*)

DEAR SIR,

We have made careful inquiries about the firm of advertising agents referred to in your letter of the 24th, and can obtain very little information as to the financial stability of the firm. As far as we can learn, they have one large client, the Globe Cycle Company, and we expect it must be for the advertising of this firm that you have obtained an order. We feel rather dubious as to the advisability of allowing the agency credit to the extent suggested, but of course, if you could get the account guaranteed by the advertisers themselves, you need have no hesitation about the matter. Perhaps you would be able to do this; otherwise we should suggest that you should proceed warily in the matter.

With many thanks for your kind wishes,

We remain, yours faithfully,
DODD & FISHER.

Inquiry to Bank as to Credit of Customer

December 31, 19 .

The Grosvenor Banking Company, Limited,
Oswaldtwistle.

GENTLEMEN,

I shall be greatly obliged if you will kindly favour me with a report, in confidence, as to the financial standing of your customer, Mr. David Bryce, of Oswaldtwistle, and when replying will you kindly also inform me whether he may be considered trustworthy in the way of business to the extent of £250?

Yours faithfully,
WAGNER HERMANN.

Reply to Previous Letter

Mr. Wagner Hermann,
Ormskirk.

January 1, 19 .

DEAR SIR,

In reply to your letter of inquiry, dated the 31st day of December, 19 , we think credit might be given to the extent mentioned.

You will please understand that this opinion is given in strictest confidence, and that we cannot undertake any responsibility if acted upon.

Yours faithfully,
for THE GROSVENOR BANKING COMPANY, LIMITED.
CÆSAR HADRIAN, *Manager.*

Inquiry as to Financial Position

Messrs. The Sheffield Steel Works, Limited,
Sheffield.

April 7, 19 .

DEAR SIRS,

We have had your name given to us as a reference by Mr. Henry Varney, of 27, May Street, and should be much obliged if you would let us know whether you think his financial position warrants us granting him credit of £200 to £250. Any information you give us as to his past reputation will be treated in absolute confidence, and we shall be very grateful to you for your kindness.

Yours faithfully,
for GRIFFITHS & HUGHES, LTD.,
(*Signed*) J. HUGHES, *Secretary.*

Doubtful Answer to Previous Inquiry

J. Hughes, Esq.,
Messrs. Griffiths & Hughes, Ltd.,
Manchester.

April 8, 19 .

(*Confidential*)

DEAR SIR,

We are rather surprised that Mr. Henry Varney should have given our name to you as a reference, as we can only trace having had two or three transactions with him, and in our case the amounts involved were extremely small. These accounts were, however, settled very promptly, and although this reply is vague we certainly do not know anything against him.

At the same time, we think you should obtain reference to some other firm whose dealings with Mr. Varney have been larger than ours.

We remain, yours faithfully,
THE SHEFFIELD STEEL WORKS, LIMITED,
H. DOLLING, *Secretary.*

Inquiry as to Position of Firm before accepting Order

March 5, 19

Messrs. Praed & Morris, Ltd.,
Newcastle.

DEAR SIRS,

When we last had the pleasure of seeing your Mr. Morris reference was made to the name of Messrs. Frinkel & Jones, and we should be extremely obliged to you if you could give us some information as to the financial standing of this firm, as we have just received an order from them for a considerable sum.

We should be glad to know if you think them safe for a credit of £600 or £700 per month, or to what sum you think it would be advisable to limit their account. We have had no previous dealings with the firm, and shall be very grateful to you for any information you can supply.

We need not mention that such information will be treated as strictly confidential. Thanking you in anticipation, and assuring you of our willingness to reciprocate in any way.

We are, yours faithfully,
for JOHN ENNIS & CO., LTD.,
(*Signed*) JOHN MACFARLANE, *Manager.*

Favourable Reply to Previous Letter

March 6, 19

John Macfarlane, Esq.,
Messrs. John Ennis & Co., Ltd.,
Birmingham.

(*Confidential*)

DEAR SIR,

In reply to your favour of yesterday we do not think you need have any hesitation in allowing credit to Messrs. Frinkel & Jones to the amount you name.

They bear a very high reputation in this town, and as far as we can learn, they do a very large and profitable trade, while we have always found them fulfil their liabilities with promptness. We personally would be quite willing to allow them credit to double the figure you give.

We remain, yours faithfully,
for PRAED & MORRIS, LTD.,
HENRY MORRIS, *Director.*

Unfavourable Reply to Ditto

March 7, 19 .

John Macfarlane, Esq.,
Messrs. John Ennis & Co., Ltd.,
Birmingham.

(*Confidential*)

Dear Sir,

In reply to yours of yesterday we have made careful inquiries as to the standing of the firm about which you inquire, and we do not think you would be wise in allowing them credit to the extent suggested.

It is difficult to obtain any definite information, but it is the general opinion in well-informed circles that the firm have been having a bad time for the last year or so, and we know that in certain instances their accounts are now considerably overdue. We think on the whole, therefore, that you should limit their credit as much as possible, and should endeavour to obtain a guarantee of some sort for payment. We personally have not had an account with them for some time, and we do not think as matters stand now that we should go out of our way to seek an order from them.

We would ask you, of course, to keep this information strictly confidential and remain,

Yours faithfully,
for Praed & Morris, Ltd.,
Henry Morris, *Director.*

Inquiry as to Effect of Change of Partnership

March 17, 19 .

Messrs. H. Waterhouse & Sons,
Smithfield Road, Birmingham.

Dear Sirs,

As you may know, we have for some time done business with Messrs. Parkinson & Bland of your town, and we are wondering if you could possibly give us any information as to the effect upon the financial stability of the firm brought about by the recent change that has been made in the partnership. You will perhaps be aware that Mr. J. Parkinson, Senior, has retired from the firm, and that Mr. H. Smith has been admitted into partnership. We do not like to inquire direct, as we have a large account with this firm, and we should not like to jeopardise it if there is no need. At the same time, we have no knowledge as to the result of the changes in the capital of the firm or of the personal character of the new partner, and we should be greatly obliged if you could tell us whether you think we need have any cause for uneasiness, and whether you think it would be wise to make further inquiries. Trusting we shall not be trespassing upon your kindness in asking this,

We are, yours very truly,
Mossop, Son & Co.,
H. Mossop, *Director.*

Favourable Answer to Previous Inquiry

March 18, 19

H. Mossop, Esq.,
c/o Messrs. Mossop, Son & Co.,
Liverpool.

DEAR SIR,

We hasten to reply to yours of the 17th inst. and can assure you that you need have no fear as to any weakening of the position of Messrs. Parkinson & Bland. We know the new partner personally, and he has a very high reputation in this town, both by reason of his character and personal integrity and his exceptional business ability. It is the general opinion that the firm has been greatly strengthened by this addition, as the retiring partner had for some considerable time been taking no great personal interest in affairs. Of course we do not know how their financial position is affected, but the general opinion seems to be that this also is quite satisfactory, and the credit of the firm has, if anything, been considerably increased by the change.

Yours faithfully,
H. WATERHOUSE & SONS.

Unfavourable Answer to Inquiry

March 18, 19 .

H. Mossop, Esq.,
c/o Messrs. Mossop, Son & Co.,
Liverpool.

DEAR SIR,

In reply to yours of the 17th inst., we are afraid we do not personally know very much about the firm you mention, as we have never had dealings with them of any sort. We have, however, made all the inquiries we possibly could, and as a result of these inquiries we should advise you, at any rate for the present, to walk warily in your dealings with the firm. The retiring partner was, we believe, responsible for most of the capital invested of the partnership, and we do not believe the new partner can have brought very much money into the firm. It seems likely, therefore, that there cannot be a very large amount at their disposal at present, and we should certainly advise caution in the extending of credit. It is understood that this information must be treated with the strictest confidence.

Yours faithfully,
H. WATERHOUSE & SONS.

Doubtful Reply to Inquiry

March 18, 19 .

H. Mossop, Esq.,
c/o Messrs. Mossop, Son & Co.,
Liverpool.

DEAR SIRS,

Re Messrs. Parkinson & Bland

We are sorry to say that we are unable to send you a very satisfactory reply respecting the firm about whom you inquire. What inquiries we have been able to make indicate the advisability of caution in dealing with this firm, as it is the general opinion that the withdrawal of the chief partner and original founder, Mr. J. Parkinson, left very little capital at the firm's disposal. There are, however, rumours that the present partnership is supported financially by a more influential firm in this city, but this report has not been confirmed authoritatively, and we personally do not attach very great credence to the rumours. As far as we can learn a number of firms are doing business with them in this town, some to the extent of £500 in a single transaction, and are obtaining terms of cash against documents, so perhaps it would be wiser if you endeavoured to obtain similar terms. At the same time, we do not wish to convey that the position of the firm is in any way critical, as our inquiries certainly do not lead us to believe that such is the case.

Yours faithfully,
H. WATERHOUSE & SONS.

Letter to Traveller inquiring as to Stability of Firm

August 9, 19 .

Mr. H. Walker,
Royal Hotel, Leeds.

DEAR SIR,

With reference to the order you obtained from Messrs. Hudson & Henderson during your last visit to Leeds, we are sorry to say that we find considerable difficulty in obtaining payment of our account, and we should be glad if while you are in the town you would make careful inquiries as to the position of this firm. It is possible, of course, that they are simply habitually slow payers, but if there is any doubt as to their ability to pay the amount in question, which as you know is considerable, we should like to know in good time, so that we may take steps to protect ourselves. We enclose herewith a duplicate of the invoice, and if you think it advisable you might make personal application for payment, and let us know the result.

Yours faithfully,
THE LUTON MANUFACTURING COMPANY.

Favourable Answer from Traveller

Messrs. The Luton Manufacturing Company. *August* 12, 19
High Street, Luton.

DEAR SIRS,

As instructed in yours of the 9th inst., I have made careful inquiries about Messrs. Hudson & Henderson, and do not believe there is any cause for anxiety as to the safety of the account. The partners certainly have the reputation of being slow payers, but they are believed to have a very large amount of capital behind them, and there seems no possibility of their defaulting. One of my informants told me that the best way to obtain payment is to offer a cash discount, as the firm is very keen on taking advantage of all such discounts. I shall call on Mr. Henderson on Friday, and shall mention the account to him, and I shall be glad to know if I am to make any offer of a discount for a cheque immediately. As the amount is large, this might be worth while, as it would of course permit me to take further orders from the firm. Your reply to this by return will oblige.

Yours faithfully,
H. WALKER.

Report by Traveller of the Instability of Customer

Messrs. Spalding & Hewitt, *November* 16, 19 .
Wood Street, E.C.

(*Confidential*)

DEAR SIRS,

In the course of conversation to-day with Mr. Hodgeson, of Messrs. Peter Smith & Hodgeson, Ltd., he gave me to understand that Messrs. Barnett, Son & Co., of this town, are just at present in a very doubtful position. From his remarks I gather that an intimate friend of his, who was until recently connected with the firm, had informed him that they are being pressed for payment by several of their largest creditors, and that in his opinion they are merely fighting to hold out as long as possible. Upon leaving Mr. Hodgeson, I immediately made other inquiries, and in every case, but one, great fear was expressed as to the strength of the firm. It would seem therefore that the firm represents a very doubtful credit, and as we have an account which is already considerably overdue, I think we should take some immediate steps to render our position as safe as possible. Unless you wire me by return I shall call upon them to-morrow and inform them that as we have made several applications for payment we shall expect settlement within three days, failing which we shall take other steps for recovery. I shall let you know at once the result of my call, but if you do not wish me to take this step, please wire at once.

Yours faithfully,
J. BROWN.

Later Letter from Same Traveller

November 17, 19 .

Messrs. Spalding & Hewitt,
Wood Street, E.C.

(*Confidential*)

DEAR SIRS,

As promised in my letter of yesterday, I called this morning upon Messrs. Barnett, Son & Co., and informed them that if we did not receive a cheque in full settlement within three days we should have to take steps for recovery. I saw Mr. Barnett personally, and his reply was that we must give them a little more time, as trade was very bad and a number of accounts due to them were outstanding for considerable sums. I replied that we had allowed them as much credit as we possibly could, and had shown much patience in waiting for the account, and we really could not continue to do so longer. He then said that most of their large creditors had agreed to meet them in the matter, and that we ought to do so too. This is, however, directly contrary to my information, which is, I believe, reliable, and unless a cheque arrives within three days I think it would be wise to take immediate proceedings, and to lose no time in serving them with a writ. I feel sure that granting them an extension of credit will merely be postponing the evil day. If we serve a writ now, it is quite possible we may get paid in full.

Yours faithfully,
J. BROWN.

LETTERS TO NEW CUSTOMERS BEFORE GRANTING CREDIT

Letter requesting References

December 10, 19 .

Messrs. Howard & Watson, Ltd.,
Macclesfield.

DEAR SIRS,

We are very much obliged indeed for your order to hand this morning, and hope to be in a position to despatch the goods to you by the end of this week. Meanwhile, we would be much indebted to you if you would let us have the names of a couple of houses in this town with whom you have done business in the past, with permission to refer to them. We hope you have no objection to this, but it is a rule in our business always to obtain a couple of references before opening new accounts.

Thanking you in anticipation,

We remain, yours faithfully,
J. BROWN & Co.

Letter seeking to reduce Order where Credit is Doubtful

June 2, 19 .

Messrs. Henry Wilkins & Co.,
Grove Street, Leeds.

DEAR SIRS,

We have to thank you for your order to hand this morning for two gross of our Invicta clasps. We are sorry to say, however, that this line has proved so remarkably popular this season that it is now practically impossible for us to fill the demand in our usual prompt manner.

We should therefore be much obliged to you if you will allow us to reduce this order to half the quantity, and fix the terms at 2½ per cent. for cash in fifteen days. We are asking this favour of all our customers, and we hope you will be able to grant it to us also.

We are putting down further machines at once, and confidently expect to be able to fill any orders in a month or two, when we hope that the demand will have so increased that you will want to increase your order; but of course we shall not expect you to take out the balance unless you desire to do so.

Awaiting your early answer, upon receipt of which we shall despatch the goods immediately,

We are, yours faithfully,
HAROLD TURNEY & SONS.

Similar Letter offering Discount for Cash

May 8, 19 .

Messrs. P. Johnstone & Sons,
Market Place, Huddersfield.

DEAR SIRS,

With reference to your very valued order, we find that the usual information obtained through the ordinary trade sources does not give us quite sufficient detail to enable us to arrange the matter of credit quite satisfactorily. All our informants have the very highest opinion of your good selves on all personal matters, but their reports do not give us the exact information as to assets, etc., that would permit us to arrange the credit that we feel you must be really entitled to.

We presume that you would not wish us to delay delivery any longer as the season for these goods is of course very short, and we wonder, therefore, whether pending the completion of our inquiries you would care to accept an offer of a special discount of 5 per cent. for cash. We do not wish for a moment to suggest that these terms should apply to any future transactions unless you so desire, but we think that in the circum-

stances you might like to accept them on this one order, and we are quite sure that your good sense will prevent you from thinking this letter in any respect a personal slight—for that it certainly is not intended to be.

Hoping we may have the great favour of an early reply,

We remain, yours obediently,

THE MURRAY MANUFACTURING COMPANY, LIMITED.

J. TOMPKINSON, *Manager.*

Letter asking for Further Information as to Credit

March 16, 19 .

Mr. J. Proctor,

Humphrey Street, Liverpool.

DEAR SIR,

With reference to your valued order, we think it will be the most satisfactory plan if we write to you quite frankly about the matter, so that we can arrange the question of credit to your best advantage.

We have experienced a little difficulty in obtaining definite information upon which to base the terms of credit. But after all, this is a matter of concern to us alone, and we would of course prefer to obtain the requisite information from your good selves direct. Outside information is never very satisfactory, as some business firms are inclined to exercise an entirely needless caution in answering a reference. On the whole, therefore, we always greatly prefer openly to ask for the needed information.

As we hope we may long have the pleasure of doing business with you, we sincerely trust you will not think us impertinent in taking this course, but we enclose a form we have drawn up which we always ask our new clients to fill up. We scarcely need assure you that these particulars are treated in the strictest confidence, and never go beyond the directors' private office; nor are they ever divulged even to the principals of any other house.

As we are very anxious to be able to send you the goods with the least possible delay, we hope we may look forward to an answer at your convenience.

Assuring you of our keen desire to serve you,

We remain, yours truly,

HENDERSON & SPALDING.

Later Letter refusing Order

March 16, 19 .

Mr. J. Proctor,

Humphrey Street, Liverpool.

DEAR SIR,

We are greatly obliged for your prompt reply, and for the particulars enclosed therein, both of which have received our very careful

consideration. We are sorry to say, however, that even with this information the facts at our disposal are still not as comprehensive as the exigencies of our business make necessary, and after a good deal of deliberation the directors have decided that perhaps it would be most satisfactory for both of us if we make you an offer of a special discount of 5 per cent. for cash with order.

We know you will not take this as any reflection whatever upon your firm, and we hope the discount is sufficient to make the offer worth your acceptance.

Greatly hoping we may receive an early and affirmative reply.

We remain, yours obediently,

HENDERSON & SPALDING

Letter refusing Order where Account Overdue

August 31, 19 .

Mr. H. Roberts,
High Street, Macclesfield.

DEAR SIR,

After giving the most careful consideration to your letter of the 27th, we are sorry to have to inform you that we have had to hold over the goods specified on your order. We have done this with the greatest reluctance, and honestly regret doing so as much as you must, but our directors' rules as to credit are very strict, and we have unfortunately no alternative.

If, however, you can see your way to let us have a remittance in settlement of your account, or even of £30 on account with a firm promise of the remainder within twenty-one days, we shall at once forward the goods to you by passenger train, so as to prevent your losing any more of the season which is just beginning. We hope you will be able to do this, as we quite realise how inconvenient it will be to you to have to make fresh arrangements for purchasing with the season already starting.

It is our sincerest hope that this action on our part will not cause us to lose your custom; and even if you are not able to accept our proposal at the moment, we hope we may in the near future be able to come to a mutual arrangement that will enable us to resume our transactions with one another.

Yours very truly,

IVES & MACLEAN.

HOW TO ADDRESS TITLED PEOPLE

DIFFICULTY is sometimes experienced in determining the exact forms of address to be used in writing to titled persons or the holders of exalted offices. The following list shows the correct ceremonious manner in which to word such letters:

Ambassadors—Should be addressed as "His Excellency [in other respects according to his rank] H.B.M.'s Ambassador and Plenipotentiary." Commence, according to rank, with "Sir," "My Lord," etc. Personal reference: "Your Excellency."

Ambassadors, Wives of—Are sometimes addressed as "Your Excellency" when residing abroad.

Archbishops—Address as "His Grace the Lord Archbishop of ——." Commence: "My Lord Archbishop," and make personal references to "Your Grace." The full ceremonious title in formal documents for the Archbishop of Canterbury is "The Most Reverend Father in God [name], by Divine Providence Lord Archbishop of Canterbury, Primate of all England and Metropolitan"; for the Archbishop of York, the full description is "The Most Reverend Father in God [name], by Divine Permission Lord Archbishop of York, Primate of England and Metropolitan."

Archbishops, Irish—Unless appointed before 1868, should only be addressed as "The Most Reverend the Archbishop of ——," except in the case of temporal peers, who should be described as "The Right Hon. and Most Rev."

Archdeacons—Should be addressed "The Venerable the Archdeacon of ——." Commence: "Venerable Sir."

Barons—Should be addressed "The Right Hon. Lord ——," or "The Lord ——." Commence: "My Lord." Personal references to, "Your Lordship."

Barons, Daughters of—Address, if unmarried, "The Hon." (full name); if married should be addressed as "The Hon. Mrs." with surname only. Commence simply, "Madam." Barons' daughters married to "Baronets or Knights" should be addressed "The Hon. Lady ——," and should commence "My Lady." If married to peers, etc., should be addressed as wives of such (see below).

Barons, Sons of—If in England address "The Hon." (full name). Commence the letter, "Sir." Eldest sons of Scottish Barons are usually addressed as the Hon. the Master of ——, with the title of the peerage.

Barons, Wives of Sons of—Address: "The Hon. Mrs.," using husband's Christian name if necessary for distinction. If possessing a more important title by birth, address as such.

Baronesses—Should be addressed as "The Right Hon. the Baroness ——," or "The Right Hon. Lady——," or "The Lady——," whether title in own right or husband's. Letters should commence, "My Lady," and personal references should be, "Your Ladyship."

Baronets—Address as "Sir (full name)," Bart or Bt. Letters should commence, "Sir."

Baronets, Wives of—Address as "Lady," with surname only. Commence: "Madam," and make personal references to, "Your Ladyship."

Bishops, Colonial—See Scottish Bishops below.

Bishops, English—Address as "The Right Rev. the Lord Bishop of London," or "The Lord Bishop of London." Commence letter, "My Lord Bishop," and refer to "Your Lordship." In formal documents a Bishop should be styled "The Right Rev. Father in God (name), by Divine Permission Lord Bishop of ——."

Bishops, Irish (if consecrated before 1868, see English Bishop)—Consecrated since 1868—Address as "The Right Rev. the Bishop of Dublin"; or in case of the Bishops of Meath and Tuam, "The Most. Rev." Commence letter, "Right Rev. Sir," or "Most Rev. Sir."

Bishops, Retired—Address as "The Right Rev. Bishop ——," or "The Right Rev. ——, D.D." Commence letter, "Right Rev. Sir."

Bishops, Scottish—Address as "The Right Rev. the Bishop of St. Andrews," or "The Right Rev. Bishop ——." The Bishop holding the position of Primus is usually addressed as "The Right Rev. the Primus." Scottish Bishops should not be addressed as "Lord Bishop" and "My Lord."

Bishops, Suffragan—Address as "The Right Rev. the Bishop Suffragan of ——." Commence letter, "Right Rev. Sir."

Bishops, Wives and Children of—No titles should be used in writing to these.

Clergy, Members of—"The Rev." (full name). Commence letter, "Rev. Sir." If son of a Duke or Marquess, "The Rev. Lord" (full name). If the son of an Earl, Viscount, or Baron, "The Rev. the Hon." (full name).

Companion of an Order of Knighthood—The initials, C.B., C.M.G., C.S.I., or C.I.E., should be added to the ordinary form of address.

Consuls, British—Address as "(name), Esq., H.B.M's Agent and Consul-General," "Consul-General," "Consul," or "Vice-Consul."

Countesses—Address as the Right Hon. the Countess of ——." Commence letter, "Madam." Personal references to, "Your Ladyship."

Deans—Address as "The Very Rev. the Dean of ——." Commence letter, "Very Rev. Sir."

Doctors—Add the letters D.D., M.D., LL.D., Mus. D., after the ordinary form of address, as "The Rev. Henry Munro, D.D." An alternative form, though not so strictly correct, is "The Rev. Dr. Munro," "Dr. Walter Long."

Dowagers—When a Peer or Baronet marries, the widow of the previous holder of the title

becomes "Dowager," and is addressed "The Right Hon. the Dowager Countess of ——," "The Dowager Lady ——." This form is gradually falling into disuse, and the Christian name is now commonly used as a distinction; for example, "The Right Hon. Alice Countess of ——"

Duchesses—Address as "Her Grace the Duchess of ——." Commence letter, "Madam." Personal references to, "Your Grace."

Dukes—Address as "His Grace the Duke of ——." Commence: "My Lord Duke." Personal references to, "Your Grace."

Dukes, Daughters of—Address as "The Right Hon. Lady ——," or "The Lady," giving full Christian name and surname: if married, the surname being that of her husband. Commence letter, "Madam." Personal references to, "Your Ladyship." If married to a Peer, address according to husband's rank only. In the case of Peers by courtesy, such as a Duke's daughter married to the eldest son of an Earl, the lady sometimes takes her own Christian name after the prefix "Lady," followed by her husband's courtesy title.

Dukes' Eldest Sons and their Children—These titles being courtesy titles are treated as actual peerages; eldest son takes grandfather's third title, and should be addressed as if a Peer.

Dukes' Eldest Sons' Wives—Address as if husbands' courtesy titles were actual peerages.

Dukes, Younger Sons of—Address as "The Right Hon. Lord" (full name), or "The Lord" (full name). Commence letter, "My Lord," Personal references to, "Your Lordship."

Dukes' Younger Sons' Wives—Address as "The Right Hon. Lady ——," or "The Lady" (husband's full name). Commence letter, "Madam." Personal references to, "Your Ladyship."

Earls—Address as "The Right Hon. the Earl of ——," or "The Earl of ——." Commence letter, "My Lord." Personal references to, "Your Lordship."

Earl's Daughter—See Duke's Daughter.

Earl's Eldest Son, and Earl's Eldest Son's Wife—See Duke's.

Earl's Younger Son and His Wife—Follow style of Baron's Son and his Wife.

Governors of Colonies—Address as "His Excellency (ordinary designation), Governor of ——." Commence letter according to rank, and personal references to "Your Excellency."

Judges, English or Irish—Address as "The Hon. Sir ——," if a Knight, or "The Hon. Mr. Justice ——." Commence: "Sir." In court a Judge is addressed as "My Lord." Personal references to, "Your Lordship."

Judges of County Courts—Address as "His Honour Judge ——." In court should be referred to as "Your Honour."

Judges, Scottish—See Lord of Session.

Justices of Peace—In England (not Scotland) refer to when in court as "Your Worship."

The King—Address as "The King's Most Excellent Majesty ——." Commence letter, "Sire," or "May it please your Majesty," or "Lord —— presents his duty to your Majesty." Personal references to, "Your Majesty."

King's Counsel—Add K.C. to ordinary address.

Knights Bachelor—As Baronet, except that the word "Bart." is omitted.

Knights of the Bath, of St. Michael, and *St. George*, or *of the Star of India*—Address as "Sir" (full name), with the initials, G.C.B., K.C.B., K.C.M.G., or K.C.S.I., added. Commence letter, "Sir."

Knights of the Garter, of the Thistle, or *of St. Patrick*—Add the initials K.G., K.T., or K.P. to the address.

Knight's Wife—Address as Baronet's Wife.

Lord Advocate of Scotland—Address as "The Right Hon. the Lord Advocate ——." Commence: "My Lord," or to be strictly correct, "Sir."

Lord Chancellor—Address as "The Right Hon. the Lord Chancellor," otherwise according to rank.

Lord Chief-Justice—Address as "The Right Hon. the Lord Chief-Justice of England," or "The Right Hon. Sir ——, Lord Chief-Justice of England." If a Peer, treat according to his degree, otherwise as Judge.

Lord High Commissioner to the General Assembly—Address as "His Grace the Lord High Commissioner." Commence according to rank as a Peer. Personal references to, "Your Grace."

Lord Justice-Clerk—Address as "The Right Hon. the Lord Justice-Clerk." Commence letter: "My Lord." Personal references to, "Your Lordship."

Lord Justice-General of Scotland—Address as "The Right Hon. the Lord Justice-General." Commence letter, "My Lord." Personal references to, "Your Lordship."

Lord Justice of Appeal—Address as "The Right Hon. the Lord Justice ——," or "The Right Hon. Sir ——," otherwise treat as Judge.

Lord-Lieutenant of Ireland—Address as "His Grace," if a Duke; otherwise, "His Excellency the Lord Lieutenant." Treat according to rank as a Peer.

Lord Mayor of London, York, or *Dublin*—Address as "The Right Hon. the Lord Mayor of London," or "The Right Hon. ——, Lord Mayor of London." Commence letter, "My Lord." Personal references to, "Your Lordship."

Lord Mayor's Wife—Address as "The Right Hon. the Lady Mayoress of ——." Commence letter, "Madam." Personal references to, "Your Ladyship."

Lord of Appeal in Ordinary, and his Wife—Treat as if Baron and Baroness.

Lord of Session in Scotland—Address as "The Hon. Lord ——." Commence letter, "My Lord."

Lord Provost—Address as "The Right Hon. the Lord Provost of Edinburgh," "The Hon. the Lord Provost of Glasgow," "The Lord Provost of Aberdeen," or of "Perth." Commence letter, "My Lord Provost," or "My Lord."

Personal references to, "Your Lordship." Use no title in writing to wife of Lord Provost.

Maids of Honour—Address as "The Hon. Miss ——." Commence letter, "Madam."

Marchionesses—Address as "The Most Hon. the Marchioness of ——." Commence letter, "Madam." Personal references to, "Your Ladyship."

Marquesses—Address as "The Most Hon. the Marquess of ——." Commence letter, "My Lord Marquess." Personal references to, "Your Lordship."

Marquesses, Daughters and Sons of—Treat as Dukes' Daughters.

Mayors—Address as "The Right Worshipful the Mayor of ——." Commence letter, "Sir." Personal references to, "Your Worship."

Members of Parliament—Add M.P. to the ordinary address.

Ministers, Resident—Address as "——, Esq." (or according to rank), "H.B.M.'s Minister Resident ——"

Officers in the Army or Navy—The professional title if prefixed to any other rank—*e.g.* "Admiral the Right Hon. the Earl of ——," "Lieut.-Col. Sir ——," K.C.B. Officers below the rank of Captain in the Army, or Commander in the Navy, should be addressed by their social, not professional rank, followed by the name of the regiment, R.A., R.E., R.N., as may be.

Premiers—Treat according to rank.

Princes—If a Duke, address as "His Royal Highness the Duke of ——," if not a Duke, address as "His Royal Highness Prince (Christian name)." Commence letter in either case, "Sir." Personal references to, "Your Royal Highness."

Princesses—If a Duchess, address as "Her Royal Highness the Duchess of ——"; if not a Duchess, address as "Her Royal Highness Princess (Christian name)." Commence letter: "Madam." Personal references to, "Your Royal Highness."

Principals of Scottish Universities—If Principals are Clergymen, address as "The Very Rev. the Principal of ——," or "The Very Rev. Principal (surname)."

Privy Councillors—Address as "The Right Hon.", followed by name or title. Commence letter and refer to according to rank.

The Queen—Address as "The Queen's Most Excellent Majesty." Commence letter, "Madam," or "May it please Your Majesty." Otherwise, "Lord —— presents his duty to Your Majesty." Personal references to, "Your Majesty."

Queen's Counsel—Append Q.C. to ordinary address.

Secretaries of State—Address as "His Majesty's Principal Secretary of State for the —— Department."

Serjeants-at-Law—Address as "Serjeant ——," or Mr. Serjeant ——."

Sheriffs of London—Address as "The Right Worshipful."

Vice-Chancellors—Address as a Judge. Commence letter, "Sir." Address in court as "My Lord."

Viscounts—Address as "The Right Hon. the Lord Viscount ——," or "The Lord Viscount ——." Commence letter, "My Lord." Personal references to, "Your Lordship."

Viscountess—Address as "The Right Hon. the Viscountess ——," or "The Viscountess ——." Commence letter, "Madam." Personal reference to, "Your Ladyship."

Viscount's Daughter, Son, and Son's Wife—Address as Baron's Daughter, Son, and Son's Wife.

All persons holding offices other than those enumerated are addressed in the usual form as "Sir," "Dear Sir," or "My Dear Sir."

SOME MISCELLANEOUS BUSINESS LETTERS

THE following letters are some that will be in frequent demand in any business house, but most of them have some special point that requires careful wording. Such letters are, for instance, those referring to the admission of a partner or the dismissal of a representative. Their purport and particular difficulties will, however, be sufficiently obvious to need no further explanation.

Letter advising Change of Traveller

March 21, 19 .

Messrs. The Stuart Publishing Company, Limited,
Edinburgh.

DEAR SIRS,

We beg to advise you that Mr. W. Forbes having now left our service, our Mr. C. Dickens will have the pleasure of calling upon you in future, when any inquiries you may be pleased to favour him with will receive our best attention.

We have no doubt our up-to-date facilities will enable us successfully to cater for your printing requirements, and shall be glad to be favoured with an opportunity to demonstrate this. We can give you a service second to none.

Yours faithfully,
for THE EDINBURGH PRESS,
(*Signed*) H. MACKINTOSH, *Controller.*

Alternative Notification of Dismissal of Traveller

January 21, 19 .

Mr. W. Lowth,
Dublin.

DEAR SIR,

We would ask you to take note that Mr. William Smith, who has called on you on our behalf for some time, is no longer in our employ, and from this date has no authority to act on our behalf in any capacity whatever.

Mr. Smith's connection is being taken up by Mr. J. Hughes, who hopes in the course of the next few days to be able to call upon you and to make you a specially advantageous offer.

Yours faithfully,
THE IRISH DAIRY COMPANY.

Letter notifying Customers of Change of Agency

January 21, 19 .

Mr. W. Lowth,
Dublin.

DEAR SIR,

We beg to give you notice that the Agency heretofore existing between ourselves and Mr. Alexander Graham, of 27, Sackville Street, Dublin, was on the 1st day of January determined by mutual consent.

We beg to give you further notice that we have appointed Mr. William Grant, of 23, Grafton Street, to act as our agent as from the 1st day of February, to whom we would ask you kindly to address all inquiries and orders.

Assuring you of our best attention,

We are, yours faithfully,
THE IRISH DAIRY COMPANY.

Letter notifying Amalgamation of Firms

November 20, 19

Messrs. Law & Son,
Belfast.

DEAR SIRS,

We are glad to inform you that from the 1st of next month this firm will be amalgamated with that of Messrs. John Highams & Co., from which date the two firms will trade under the name of Lowe, Higham & Co., in larger premises at 26, Shoe Lane.

All accounts outstanding are being taken over by the new firm, and will go through in the ordinary way.

With the tremendously increased facilities of the new firm we feel that we shall be able to offer our clients not only a much wider selection but the advantage of much lower prices. The personnel of our business will suffer no change, and you can depend upon receiving the same attention as we have always endeavoured to show you in the past.

Yours faithfully,
for ALFRED LOWE & Co.,
(*Signed*) ALFRED LOWE.

Notification of Admission of Partner

Messrs. Stuart & Johnson, Ltd., *December* 3, 19 .
Sunderland.

GENTLEMEN,

In view of the rapid development of my business I have decided to enter into partnership with Mr. J. Swann, and the firm will in future trade under the name of Good, Swann & Co.

The accountants wish to close the books finally by the 16th instant, and I should be obliged if you would kindly forward me a statement of your account to date.

I append herewith a signature of Mr. Swann, and trust that we may long continue to have the pleasure of serving you.

Yours faithfully,
ALBERT GOOD.

Notification of New Arrangements through Fire at Premises

Messrs. Lorell & Lowe, *September* 28, 19 .
Leeds.

DEAR SIRS,

We greatly regret to have to inform you that owing to the partial destruction by fire of our premises at 25, High Street, there must be some slight delay in the delivery of those orders that we have in hand for you.

We have already arranged for a temporary factory at 14, North Street, and we hope in four days' time to be in working order, and to be proceeding with any further orders with which you can see your way to favour us.

We are very glad to say that our offices escaped damage, and as a consequence all our books have been saved. We do not think therefore that you will have any cause for complaint beyond the slight delay that must be necessary.

Would you mind making a note of the fact that it would be well to send all orders to North Street until our factory is rebuilt.

Yours faithfully,
for THE LEEDS MANUFACTURING COMPANY, LIMITED,
JOHN SIMPSON, *Director.*

Retirement of Partner

Henry Francis, Esq., *June* 3, 19 .
Birmingham.

DEAR SIR,

We regret to have to inform you of the retirement of our senior partner, Mr. John Jones. For some time past Mr. Jones's health has been

such as to prevent him taking an active part in the management of the firm, and he has now felt that it would be better if he retired altogether.

Naturally we regret losing the benefit of Mr. Jones's advice, but owing to the circumstances of his retirement, we feel we shall be able to continue to serve you with complete satisfaction. We would mention that Mr. Jones's retirement has made no difference to the financial resources of the firm.

We remain, yours truly,
JONES, LEWIS & BRADFIELD.

Letter informing Customer of Partnership

Mr. Alec Sandow, *July* 31, 19 .
Kennington Common, S.E.

DEAR SIR,

I beg to inform you that I have taken Mr. James St. Leger, of Davyhulme, Manchester, into partnership with me.

The business as from this date will be carried on under the style or firm of St. Aubyn & St. Leger.

Thanking you for your past favours, and awaiting your further commands.

I remain, dear sir, yours faithfully,
WM. ST. AUBYN.

Letter announcing Dissolution of Partnership

Messrs. Henry Jones & Co., Ltd., *June* 6, 19 ..
Portsmouth.

GENTLEMEN,

We beg to inform you that the partnership that has existed between us for the last five years will be dissolved on the 1st of next month, and we should be glad if you will let us have a statement of your account as soon as possible, as we wish to settle our accounts without delay.

We should also like to take this opportunity of thanking you for the kindness you have always shown us in the past, and remain,

Yours truly,
JAMES & WATTS.

Reconstruction of Partnership

William Crawford, Esq., *February* 17, 19 .
Kingsway.

DEAR SIR,

We beg to inform you that the firm of Messrs. J. Malcolm & Co. has been reconstructed as announced in the enclosed circular, but we do not

believe this reconstruction will make any difference to the service we have been able to render to you in the past.

Please note the new signatures of the firm as given below.

We are, yours faithfully,
J. MALCOLM & Co.

MR. W. SMITH will sign.
MR. J. JONES will sign.

Letter to Customers and Creditors informing them of a Dissolution

December 31, 19 .

Mr. Turner Gibson,
Denton.

DEAR SIR,

We beg to give you notice that the partnership heretofore subsisting between us was on the 30th day of December, 19 , dissolved by mutual consent.

All debts owing from or due to the late firm will be discharged or received by the said James St. Leger, who for the future will carry on the business on his own account and in his own name.

Yours faithfully,
WM. ST. AUBYN.
JAMES ST. LEGER.

Letter giving New Signature of firm to Customers

September 16, 19 .

Messrs. Smith & Son,
Macclesfield.

DEAR SIRS,

We have pleasure in informing you that we have taken into partnership Mr. Henry Benson, who has been associated with us in our business for the past years. The name of the firm will remain unaltered.

Mr. Benson's signature on behalf of the firm will be as per specimen hereunder.

We are, yours faithfully,
WALTERS, SMITH, STEEL & Co.

Signature by MR. BENSON *on behalf of the firm.*

Retirement from Business

January 1, 19 .

Percy Holmes, Esq.,
Fleet Street, E.C.

DEAR SIR,

I beg to inform you that the condition of my health makes it necessary for me to retire from business. My doctor orders a long trip abroad, and I should not feel happy were the business to be carried on in my name and I not there to supervise it. I have therefore disposed of my stock and goodwill to the well-known firm of Hopkins Brothers & Co., and I trust you will see your way to continue the patronage you have always shown me.

I should like to take this opportunity of thanking you for the many kindnesses you have shown in the past, and of regretting that our relations should have to be severed.

Yours faithfully,
ARCHIBALD WATKINS.

Letter to Customers announcing Death of Employer

August 16, 19 .

Mr. Valentine McKenna,
Tooley Street, S.E.

DEAR SIR,

You will no doubt be grieved to hear of the death of Mr. Caxton, which occurred on Monday last. In the circumstances I shall be much obliged if you will refrain from presenting the bill of exchange which matures on Tuesday next. I understand Probate is being applied for at the expiration of the statutory 14 days of the death, and that thereafter little or no delay will arise in discharging the debts of the deceased.

Thanking you in anticipation,

Yours faithfully,
PHILIP HEINZ, *Manager.*

Letter announcing Death of Manager

October 25, 19 .

Messrs. The Carmelite Glass Company, Limited,
Whitefriars, E.C.

DEAR SIRS,

It is with deepest regret we have to announce the death of our Manager, Mr. J. Jenkins, who has dealt with you for so long on our behalf.

Although Mr. Jenkins has not been at all well for some time, the end came very unexpectedly on Saturday last at Broadstairs.

Should you have any matters requiring attention during the next few days, we shall be greatly obliged if you will telephone or write us, and our personal attention shall be given.

Yours faithfully,
J. ALLSOPP & SON,
HENRY HUMPHREYS, *Assist. Manager.*

Announcing Death of Partner

April 8, 19 .

Messrs. Carey & Jones, Limited,
High Street, Carlisle.

GENTLEMEN,

I greatly regret to have to inform you of the death of my friend and partner, Mr. H. Kennard, which occurred on Wednesday last after an operation for appendicitis. I would like also to inform you at the same time that I am completing arrangements for the purchase of Mr. Kennard's share in this business. I am also arranging to enter into partnership with Mr. H. Webster, who bears a very high reputation in the trade, and whose assistance I feel sure will enable us to give you even greater satisfaction than we have in the past.

The firm will continue to trade under the same style and on exactly the same principles as before, although the introduction of further capital by my partner will, we believe, enable us to extend the scope of our business considerably, and we are confidently hoping that we may continue to receive your kind patronage.

I should like to utter my personal thanks for the kindness which you have so often shown me in the past.

I remain, dear sirs, yours truly,
BERNARD MACCULLOCH.

Removal of Premises

May 21, 19 .

Mr. Thomas Payne,
Eastcheap, E.C.

DEAR SIR,

We have the honour to inform you that we have now removed our London warehouses to the above address, as our business has grown so rapidly as to render our previous premises quite inadequate.

Our new warehouses are situated in the newly erected building, and are so commodious that we will be able to keep a much larger stock in all our many

lines, and we can therefore promise to serve you with even greater satisfaction than has previously been the case.

We hope you will accept our apologies for any inconvenience you may have been put to in the past, and will give us an early opportunity of demonstrating how improved our facilities are now.

Yours faithfully,
for THE MANCHESTER COTTON COMPANY LIMITED,
HERBERT WELLS, *London Manager.*

Announcement of Change of Address

June 1st, 19 .

A. Herrick, Esq.,
Denver Road, Ealing.

DEAR SIR,

I beg to inform you that we have been successful in securing commodious first-floor premises at

IMPERIAL HOUSE,
KING STREET,
STRAND, W.C.,

which will be our address on and after June 24, 19 . Will you be good enough to keep a note of this change, and, after the date mentioned, address any communications to the Company at the new address?

Yours faithfully,
JOHN GRAHAM, *Secretary.*

Notice to Customer of Determination of Agency

January 21, 19

Mr. W. Lowth,
Dublin.

DEAR SIR,

We beg to inform you that Mr. Alexander Graham, who has hitherto represented us in Dublin, has now left our employ.

Yours faithfully,
THE IRISH DAIRY COMPANY.

Agreement by Employee to endeavour to Invent, the Result to belong to the Employer

(*Stamp* 6*d.*)

May 1, 19

Mr. Hulbert Luson,
Holloway Road, N.

DEAR SIR,

I agree with you to use my best endeavours to invent a new filament lamp which will produce better light than any lamp extant.

You are to provide me with all necessary tools to enable me to obtain such production.

You are to employ me in your service for the aforesaid purpose at a weekly salary of £4 10*s.*

If during the period of my said employment I should be able to invent a filament lamp which will produce an improved light, I am forthwith to disclose to your patent agent full and complete particulars of the said invention, with a view to a specification being prepared.

You are to pay me all out-of-pocket expenses for journeys which I may have to make in connection with the above.

As and when invented, the said invention and all improvements thereto which I may hereafter discover are to belong to you absolutely, and I will, if necessary, join with you in obtaining a grant of Letters Patent to yourself.

Yours faithfully,
ALFRED GESLER.

Letter to Broker selling Shares

May 25, 19

Messrs. Prowse & Ritter,
Pinner's Hall, E.C.

DEAR SIRS,

Will you please sell on my behalf twenty-five Cobalt Sunrise Ordinary Shares, represented by the enclosed share certificate? I think a sale should not be made under £2$\frac{1}{16}$.

Please inform me as soon as a sale effected.

For the purposes of a transfer, my full name is Eric Rose, address as above, description gentleman.

Please forward transfer to me for execution at 17, Tulse Hill, S.W.

Yours faithfully,
ERIC ROSE.

Letter accompanying Transfer Form

June 1, 19 .

Eric Rose, Esq.,
Tulse Hill, S.W.

DEAR SIR,

Enclosed we hand you transfer for twenty-five Cobalt Sunrise Ordinary Shares, which please sign, have witnessed, and return to us with the least possible delay.

In the meantime, please own safe receipt on accompanying form.

Yours faithfully,
PROWSE & RITTER.

Letter resigning Position

July 6, 19 .

Messrs. Walters & Hughes,
Temple Avenue, E.C.

DEAR SIRS,

I herewith beg to tender you my resignation as Managing Clerk in your employ. I much regret this course, but am compelled to do so owing to the state of my health. I shall be much obliged if it could be arranged for me to cease my duties on the 1st day of August.

I am, yours obediently,
WILLIAM MONTGOMERY.

Letter in Reply

July 7, 19 .

Mr. W. Montgomery,
Ilford Road, E.

DEAR SIR,

We are surprised at the contents of your letter, and will ask you to reconsider your decision. Your association with the firm has been a long one, and as you base the ground for resigning on account of ill health, might we suggest that you look after our interests at , which is a bracing seaside resort? This will help your health, whilst we shall retain the benefit of your valuable services.

Please consider the matter very carefully in the light of our suggestion, and let us know your views, say in a week's time.

Yours faithfully,
WALTERS & HUGHES.

Letter introducing Clerk

May 30, 19

John Edgar, Esq.,
Messrs. Wm. Harrop & Co.,
Macclesfield.

DEAR SIR,

This letter will be handed to you by Mr. H. Kelly, who was formerly in my employ, and whom I have known for some ten years.

Mr. Kelly is desirous of obtaining an appointment, and it occurs to me that even if you have no vacancy on your own staff you may know of some one who is anxious to obtain a managing clerk of exceptional ability.

I would gladly have employed Mr. Kelly myself, but unfortunately this is a slack season with us and my staff is quite complete.

Any kindness you can show Mr. Kelly will be treated as a personal favour.

I remain, yours very truly,
HENRY HIGGINBOTHAM.

Letter alleging Goods ordered on Approval

May 15, 19 .

Mr. Alfred Walker,
Oxford Road, Manchester.

DEAR SIR,

I am in receipt of your letter of the 12th inst. As I have informed your traveller on more than one occasion when he has called upon me, the goods forming the subject-matter of your account are here at your risk and disposal, the same goods having been left with me on approbation by your traveller. Any proceedings which you may issue will be defended. My solicitor's name and address is Mr. Stephen Bliss, Mosley Street, Manchester.

Yours faithfully,
GEORGE TINKER.

Letter *re* alleged Loss of Testimonial

October 5, 19 .

H. Forrester, Esq.,
The Glen, Criccieth.

DEAR SIR,

In reply to the postscript to your communication, dated 29th September last, we have no trace of an original testimonial which you say you enclosed in your application.

In all cases where an original testimonial is accompanied by an application to us for employment the same is at once returned to the applicant.

If you have a copy of your first letter you will find that no reference is made to any testimonial.

Yours faithfully,
for THE HENRY CURTIS COMPANY,
C. SPENCER, *Director.*

Reply to Complaint of Incorrect Statement

June 16, 19 .

Alexander Doland, Esq.,
High Street, Carlisle.

DEAR SIR,

We greatly regret that through an error on the part of one of our clerks an incorrect statement was sent to you. This matter is now in order, and we enclose the corrected statement herewith.

Apologising for any trouble and annoyance caused you,

We are, yours faithfully,
THE NORTH OF ENGLAND TRADING COMPANY, LIMITED,
PHILIP SMITH, *Cashier.*

Form of Order by Advertiser to Billposter

(*Stamp* 6*d.*)

May 1, 19 .

The Pilkington Advertising Company,
Kingsway, W.C.

GENTLEMEN,

I shall be obliged if you will post on all your stations in the County of London 1000 posters as per enclosed sample for a period of six months at the rate of £250 per month.

You are to be at liberty to post the said posters elsewhere should any of the above hoardings be removed.

Provided always that if no exhibition is made of the said posters, or only a partial exhibition thereof, I am to be at liberty to receive back a proportionate part of the amount so to be paid by me as above.

Yours faithfully,
pp. HENRY WALKER,
ARTHUR CASEY, *Secretary.*

Opening of Branch—Signature of Manager

October 5, 19

Walter Jones, Esq.,
Newcastle-on-Tyne.

DEAR SIR,

We are glad to be able to inform you that we are from the 1st of next month establishing a branch in Newcastle at 35, Burlington Street.

This branch will be managed by Mr. Cecil O'Neil, to whom we are to-day according power of procuration. Mr. O'Neil has been connected with the firm since its inception, and his long experience of the business should ensure a satisfactory completion of any orders you may honour us with.

Below you will find a specimen of Mr. O'Neil's signature.

Yours faithfully,
HAYNES & ALLEN.

MR. O'NEIL will sign :
pp. HAYNES & ALLEN,
(*Signed*) CECIL O'NEIL.

Letter giving Power of Procuration

May 15, 19 .

Thomas Hanshaw, Esq.,
Huddersfield.

DEAR SIR,

Owing to the fact that my business has so developed that I am under the frequent necessity of leaving this country on trips to the United States and elsewhere, I have to-day given power of procuration to my manager, Mr. A. Walker, who has for so many years been connected with me.

I append a specimen of his signature, and I would ask you to regard this as my own.

I am, yours truly,
ARTHUR CAREW.

MR. A. WALKER will sign :
pp. ARTHUR CAREW,
(*Signed*) A. WALKER.

Advice of Appointment of New Director

June 16, 19 .

W. Franks, Esq.,
Manchester.

DEAR SIR,

We have pleasure in informing you that Mr. H. B. Jones has this day been appointed a Director of this Company.

Mr. Jones has been actively engaged in the business for some years, and the Board feel that his advice will be of great assistance in the direction of the policy and affairs of the Company.

Yours faithfully,
THE LEEDS STEEL CO., LTD.

Letter requesting Statements before Stocktaking

H. Glass, Esq., *July* 1, 19 .
High Street, Putney.

DEAR SIR,

We shall be glad if you will send us detailed statement of your account with us up to and including the 30th day of June, as we wish to close our books for our annual stocktaking.

Your kind attention to this by the end of next week would much oblige.

Yours truly,
WALTERS & WILLIAMS.

Letter by Creditor agreeing to accept Bill

Mr. Angus Croom, *July* 21, 19 .
Dewsbury.

DEAR SIR,

With reference to your suggestion that we shall accept your bill at three months, we have pleasure in accepting the same, and herewith enclose bill for the amount of our account payable at three months for your acceptance.

Please return us the bill when accepted by registered post.

Yours faithfully,
pp. GRANT & LEWIS, LIMITED,
JOHN LEWIS, *Director.*

Alternative Letter Agreeing

Mr. Angus Croom, *July* 21, 19 .
Dewsbury.

DEAR SIR,

Herewith we enclose statement of account to date, also bill at three months for the same. We shall be obliged by your returning us the bill accepted in due course under registered cover.

Yours faithfully,
pp. GRANT & LEWIS, LIMITED,
JOHN LEWIS, *Director.*

Letter requesting Renewal of Bill for one Month

Sevtember 23, 19

Messrs. James Thompson, Sons & Co.,
London.

GENTLEMEN,

With reference to your bill for £220 which falls due on 1st September, would you oblige us by renewing this bill for one month? We would be glad to pay you interest at the rate of 5 per cent. per annum for the accommodation. At the present time our accounts are coming in very slowly, otherwise we would not ask for renewal.

Thanking you in advance,

We beg to remain, yours faithfully,
HENRY HATCH & Co.

Request that Bill be drawn to settle Account

September 12, 19

Messrs. George Gentle & Sons,
London.

GENTLEMEN,

We are in receipt of your application for remittance in settlement of account due 1st September. At the present time we have some very heavy payments to meet, and we would take it as a favour if you would draw on us at three months from 1st September.

Yours faithfully,
J. WILLIAMSON & Co.

Letter refusing to draw Bill

September 14, 19

Messrs. J. Williamson & Co.,
York.

GENTLEMEN,

We are in receipt of your favour of the 12th inst., asking us to draw upon you at three months from 1st September in settlement of account rendered. We much regret we are unable to comply with your request. It is one of the rules of our business that we neither draw nor accept bills, and we regret, we cannot make an exception in your favour. We shall be glad, therefore, if you will let us have your cheque in settlement by an early post.

Yours faithfully,
GEORGE GENTLE & SONS.

Letter accompanying Demand Note

June 16, 19 .

George Somerset, Esq.,
Peachall Street, Wigan.

DEAR SIR,

As no notice has been taken of our repeated applications for settlement of account, we now beg to advise you that we have handed to our bankers for presentation to you for payment through their agents a demand note for the balance of account. We trust this document will be honoured by payment on presentation, otherwise we shall be compelled, without further notice, to take legal proceedings against you for recovery.

Yours faithfully,
JOSEPH TOMLINSON.

Form of Demand Note

£6 10*s.* LONDON *June* 16, 19 .

On Demand pay to my Order the sum of six pounds and ten shillings for value received.

JOSEPH TOMLINSON.

GEORGE SOMERSET, ESQ.,
Peachall Street, Wigan.

LIST OF ABBREVIATED TITLES, DEGREES, ETC.

(With a few other abbreviations commonly used in business correspondence).

A.D.C. . . Aide-de-camp.
A.F.A. . . Associate of the Faculty of Actuaries.
A.G. . . Adjutant-General.
A.I.A. . . Associate of the Institute of Actuaries.
A.K.C . . Associate of King's College, London.
A.R.A. . . Associate of Royal Academy.
A.R.H.A. . Associate of the Royal Hibernian Academy.
A.R.S.A . . Associate of the Royal Scottish Academy.
B.A. . . Bachelor of Arts.
Bart. or Bt. . Baronet.
B.C.L. . . Bachelor of Civil Law.
B.D. . . Bachelor of Divinity.
B.L. . . Bachelor of Law or of Letters.
B.M. . . Bachelor of Medicine.
B.Sc. . . Bachelor of Science.
C.A. . . Chartered Accountant.
Cantab. . . Of Cambridge.
Cantuar. . Of Canterbury.
C.B. . . Companion of the Bath.
C.C. . . County Council; Common Councillor.
C.D.S. . . Companion of the Distinguished Service Order.
C.C.C. . . Corpus Christi College.
C.E. . . Civil Engineer.
C.I. . . Order of the Crown of India.
C.I.E. . . Companion of the Order of the Indian Empire.
C.J. . . Chief Justice.
C.M. . . Certificated Master; Master in Surgery.
C.M.G. . . Companion of the Order of St. Michael and St. George.
C.S.I. . . Companion of the Star of India.
D.C.L. . . Doctor of Civil Law.
D.D. . . Doctor of Divinity.
D.L. . . Deputy Lieutenant.
D.Lit. . . Doctor of Literature.
D.Sc. . . Doctor of Science.
D.S.O. . . Distinguished Service Order.
D.T. . . Doctor of Theology.
Ebor. . . Of York.
E.R.I. . . Edwardus Rex Imperator.
F.B.S. . . Fellow of Botanical Society.
F.C.P. . . Fellow of College of Preceptors.
F.C.S. . . Fellow of the Chemical Society.
F.E.I.S. . . Fellow of the Educational Institute of Scotland.
F.F.A. . . Fellow of the Faculty of Actuaries.
F.F.P.S. . . Fellow of the Faculty of Physicians and Surgeons (Glasgow).
F.G.S. . . Fellow of Geological Society.
F.H.A.S. . . Fellow of the Highland and Agricultural Society.
F.H.S. . . Fellow of the Horticultural Society.
F.I.A. . . Fellow of the Institute of Actuaries.
F.K.Q.C.P.I. . Fellow of the King's and Queen's College of Physicians in Ireland.
F.L.S. . . Fellow of the Linnean Society.
F.M. . . Field-Marshal.
F.O. . . Field-Officer.
F.P.S. . . Fellow of Philological Society.
F.R.A.S. . . Fellow of the Royal Astronomical, or Asiatic Society.
F.R.C.P. . . Fellow of the Royal College of Physicians.
F.R.C.S. . . Fellow of the Royal College of Surgeons.
F.R.C.S.E. . . Fellow of the Royal College of Surgeons of Edinburgh.
F.R.G.S. . . Fellow of the Royal Geographical Society.
F.R.H.S. . . Fellow of the Royal Horticultural Society.
F.R.Hist.S. . . Fellow of the Royal Historical Society.
F.R.I.B.A. . . Fellow of the Royal Institute of British Architects.
F.R.S. . . Fellow of the Royal Society.
F.R.S.E. . . Fellow of the Royal Society of Edinburgh.
F.R.S.L. . . Fellow of the Royal Society of Literature.
F.S.A. . . Fellow of the Society of Antiquaries, or of Arts. Scot., of Scotland.
F.S.S. . . Fellow of Statistical Society.
F.Z.S. . . Fellow of Zoological Society.
G.C.B. . . Grand Cross of the Bath.
G.C.L.H. . . Grand Cross of the Legion of Honour.
G.C.M.G. . . Grand Cross of St. Michael and St. George.
G.C.S.I. . . Grand Cross of the Star of India.
G.C.V.O. . . Grand Commander of the Victorian Order.
G.P. . . General Practitioner.
G.S.P. . . Good Service Pension.
H.B.M. . . His or Her Britannic Majesty.
H.E.I.C.S. . . Honourable East India Company's Service.
H.G. . . Horse Guards.
H.I.H. . . His or Her Imperial Highness.
H.L.I. . . Highland Light Infantry.
H.M.S. . . His or Her Majesty's Service, or Ship.
H.R. . . House of Representatives.
H.R.H. . . His or Her Royal Highness.
H.S.H. . . His or Her Serene Highness.
I.C.S. . . Indian Civil Service.
I.L.P. . . Independent Labour Party.
Imp. . . Imperator; Emperor; Imperial.
Inst. . . Of the present month.
I.O.G.T. . . Independent Order of Good Templars.
I.O.O.F. . . Independent Order of Oddfellows.
I.R.B. . . Irish Republican Brotherhood.
I.Y. . . Imperial Yeomanry.
J.C.D. . . Doctor of Civil Law.
J.P. . . Justice of the Peace.
J.U.D. . . Doctor both of Civil and of Canon Law.
K.B. . . Knight of the Bath.
K.C. . . King's Counsel.
K.C.B. . . Knight Commander of the Bath.
K.C.H. . . Knight Commander of the Order of Hanover.
K.C.M.G. . . Knight Commander of St. Michael and St. George.
K.G. . . Knight of the Garter.
K.G.C. . . Knight of the Grand Cross.
K.G.C.B. . . Knight Grand Cross of the Bath.
K.G.F. . . Knight of the Golden Fleece.
K.H. . . Knight of Hanover.
K.L.H. . . Knight of Legion of Honour.

K.M. . . Knight of Malta.
Knt. or Kt. . . Knight.
K.P. . . Knight of St. Patrick.
K.T. . . Knight of the Thistle.
L.A. . . Law Agent; Literate in Arts.
L.C.C. . . London County Council.
L.D.S. . . Licentiate in Dental Surgery.
L.H.D. or Litt.D. Doctor of Letters.
L.I. . . Light Infantry.
Lin. . . Linnæan.
L.L.A. . . Lady Literate in Arts.
LL.B. . . Bachelor of Laws.
LL.D. . . Doctor of Laws.
L.R.C.P. . . Licentiate of the Royal College of Physicians.
L.R.C.P.E. . . Licentiate of the Royal College of Physicians of Edinburgh.
L.R.C.S. . . Licentiate of the Royal College of Surgeons.
L.S.A. . . . Licentiate of the Society of Apothecaries.
M.A. . . Master of Arts.
M.B. . . Bachelor of Medicine.
M.C. . . Member of Congress; Master of Ceremonies.
M.D. . . Doctor of Medicine.
Mdlle. or Mlle. . Mademoiselle.
M.F.H. . . Master of Fox-hounds.
M.Inst.C.E. . . Member of the Institute of Civil Engineers.
M.L.A. . . . Member of Legislative Assembly.
M.L.C. . . Member of Legislative Council.
MM. . . Messieurs.
Mme. . . Madame.
M.P. . . Member of Parliament.
M.P.S. . . Member of the Philological (or Pharmaceutical) Society.
M.R.A.S. . . Member of the Royal Academy of Sciences.
M.R.C.P. . . Member of the Royal College of Physicians.
M.R.C.S. . . Member of the Royal College of Surgeons.
M.R.C.V.S. . . Member of the Royal College of Veterinary Surgeons.
M.R.I. . . Member of Royal Institution.
M.R.I.A. . . Member of the Royal Irish Academy.
Mus.Bac. . . Bachelor of Music.
Mus.Doc. . . Doctor of Music.
N.P. . . Notary Public.
O.M. . . Order of Merit.
O.S.B. . . Order of St. Benedict.
O.S.F. . . Order of St. Francis.
Oxon. . . Of Oxford.
P.C. . . Privy Councillor.
P.C.S. . . Principal Clerk of Session.
P.G.M. . . Past Grand-Master Mason.
Ph.D. . . Doctor of Philosophy.
P.L. . . Poet Laureate.
P.M. . . Post Master.
P.M.G. . . Postmaster-General.
P.P. . . Parish Priest.
P.P.S. . . Postcript Additional.

P.R.A. . . President of Royal Academy.
P.R.B. . . Pre-Raphaelite Brotherhood.
P.R.I.B.A. . . President of the Royal Institute of British Architects.
Prox. . . In the next month.
P.R.S. . . President of the Royal Society.
P.W.D. . . Public Works Department.
P.S. . . Postscript.
Q.C. . . Queen's Counsel.
Q.M.G. . . Quartermaster-General.
R.A. . . Royal Academician; Royal Artillery.
R.A.M. . . Royal Academy of Music.
R.C. . . Roman Catholic.
R.C.P. . . Royal College of Preceptors.
R.E. . . Royal Engineers; Royal Society of Etchers.
R.F.A. . . Royal Field Artillery.
R.H.A. . . Royal Horse Artillery; Royal Hibernian Academy.
R.H.G. . . Royal Horse Guards.
R.I.C. . . Royal Irish Constabulary.
R.N. . . Royal Navy.
R.M. . . Royal Marines.
R.M.A. . . Royal Marine Artillery; Royal Military Academy.
R.M.C. . . Royal Military College.
R.M.L.I. . . Royal Marine Light Infantry.
R.M.S. . . Royal Microscopical Society.
R.N.R. . . Royal Naval Reserve.
Rs. . . Rupees.
R.S.A. . . Royal Scottish Academician.
R.S.E. . . Royal Society of Edinburgh.
R.S.L. . . Royal Society of London.
R.S.M. . . Royal School of Mines.
R.S.V.P. . . Répondez s'il vous plait: Please reply.
R.S.O. . . Railway Sub-office.
Sc.D. . . Doctor of Science.
Sen. . . Senator; Senior.
S.J. . . Society of Jesus (Order of the Jesuits).
S.L. . . Solicitor at Law.
S.P.C.A. . . Society for the Prevention of Cruelty to Animals.
S.P.C.K. . . Society for Promoting Christian Knowledge.
S.P.G. . . Society for the Propagation of the Gospel.
S.P.R. . . Society for Psychical Research.
S.S.C. . . Solicitor before the Supreme Court (Scotland).
S.T.P. . . Professor of Theology.
T.C.D. . . Trinity College, Dublin.
Ult. . . In the last month.
V.A. . . Order of Victoria and Albert.
V.C. . . Victoria Cross; Vice-Chancellor; Vice-Consul.
V.D. . . Volunteer Decoration.
V.G. . . Vicar-General.
Viz. . . To wit; Namely.
V.O. . . Royal Victorian Order.
V.P. . . Vice-President.
V.S. . . Veterinary Surgeon.
W.S. . . Writer to the Signet (Scotland).

LETTERS SEEKING EMPLOYMENT

ALL employers of labour are agreed upon the deadly sameness of the letters they receive from applicants for situations. The most important point, therefore, in writing such a letter is to devise some opening sentence that will be sufficiently out of the rut to attract the attention of the desired employer. In answering an advertisement in a paper, do not commence by saying "In answer to your advertisement in to-day's *Daily Telegraph*, I beg to offer my services for the position of book-keeper," for you can be sure that at least 90 per cent. of the other applicants will use those identical words. Your letter has probably been sent to the newspaper office, and the employer knows quite well to what advertisement it is an answer. So start right away by telling what you can do. The next thing is to read the advertisement carefully and see just what is wanted. If it says "State salary required," do so. If it says, "Enclose testimonials" be sure to do so, or rather, be sure to send copies. Never, unless expressly required, enclose original testimonials in an application. Copies are quite as effective, and there can never be any trouble through their loss.

Finally, give full particulars of all positions held, with the reasons for leaving them, age, married or single, number of children, education, with any languages spoken or written, and *all* other particulars that may seem of interest. If all these particulars would make the letter too long, write them out in tabulated form on another sheet and send it with a quite short letter. Remember, the shorter your letter the more chance it has of being read.

There should be no need to insist on an application being written as clearly and legibly as possible on perfectly clean and high-class notepaper. If the position offered does not call for penmanship, and the advertisement does not say "Apply in own handwriting," get your application typewritten as neatly as possible. It will be much easier to read, and the employer will be glad of that if he has many answers.

All these remarks apply equally strongly to letters not in answer to an advertisement, but sent on the chance of a firm having a position vacant.

Government and other official positions are, as a rule, subject to special conditions, and should be set out in special forms, with testimonials and names of references, etc., as will be seen by the specimens at the end of this section. Applications for such situations generally require much fuller particulars than do ordinary business situations.

Answer to Advertisement requiring Secretarial Knowledge

Box AB, *The Times*, *June* 7, 19
Printing House Square.

DEAR SIR,

May I give you a call with a view to securing the position advertised in to-day's *Times*?

My first employment was with the Mulcass Iron Company, after which I

was for ten years with Lloyds Bank, Limited, of Burton-on-Trent, whom I left to become a Director and Secretary in a limited company in which I was interested. I have, however, just accepted an advantageous offer for my holding in the company, and I now wish to obtain employment as soon as possible. While at the bank I obtained a thorough knowledge of all book-keeping systems, and my experience as secretary included all the details prior and subsequent to formation, which was left almost entirely in my hands. I feel, therefore, that I should have full confidence in accepting your post.

I have received a good public-school education, and am ready to start at once. I am 35 years of age, unmarried, and I should expect to receive a salary of somewhere about £350.

Hoping to be favoured with an interview,

I am, dear Sir, yours faithfully,

ERNEST GUYSON.

Answer to Advertisement for Traveller

February 11, 19 .

Box C 761, *Daily Mail.*

DEAR SIR,

Having been a successful traveller in the confectionery trade for ten years I believe I could bring you business in the position offered in to-day's *Mail.*

For five years of that time I was with Messrs. Batger & Co., whom I left to take up a position as sole district representative for Messrs. Pascoe & Co.

I have a large and close connection with the trade in the home counties, and I have proved that with good goods I can do a very successful business.

I am still employed with Messrs. Pascoe, but I am desirous of making a change, as I feel sure there is not sufficient scope for the full employment of my abilities, and I am on the look-out for a position that will tax me to the utmost.

May I hope to be allowed an interview?

Yours faithfully,

WILLIAM TALBOT.

A Successful Answer to Advertiseme..

March 12, 19

Box 340, *Daily Telegraph.*

GENTLEMEN,

This is the experience I offer you.

Three years clerk and confidential secretary to a builder and road contractor (J. Smith & Sons, Chiswick);

Two years six months factory superintendent to a manufacturer of builders' supplies (Messrs. S. Johnson & Co.).

Three years secretary and manager of a building company (Messrs. The Hampstead Building Company).

This last position I have just left through its absorption by another company and I can therefore start work at once.

Age 33, married, two children, and well educated and of good address. Salary required £250 to £300.

Any of the above firms will be delighted to give references as to my business capacity, and I could give you as many personal references of character and honesty as you require.

May I therefore hope to be favoured with an interview whereat the matter could be discussed fully.

Yours faithfully,
HARVEY SKINNER.

Answer sent by Woman to Advertisement for Traveller

A. B., Box 4711, *Daily Telegraph.* *January* 10, 19 .

DEAR SIR,

Accordling to your advertisement in to-day's *Telegraph* you require a man to canvass the boot trade.

Would you entertain the idea of a capable woman? I have not yet had experience in this actual trade, but for the past three years I have been very successful in obtaining orders for Messrs. Johnsons, the Wholesale Outfitters. I wish however to make a change, as the conditions of working are not altogether satisfactory.

My age is 35, I believe I am of good appearance, and I wish to obtain a position in a firm where my sex will not go against me.

I have proved that I can do as much and as good work as a man. Will you at any rate grant me an interview?

Yours faithfully,
MARTHA TELL.

A short Letter that was Successful

H. Shields, Esq., *February* 28, 19 .
Moor Lane, E.C.

DEAR SIR,

I seek a position giving *Scope.*

If you want more business, or have a progressive position vacant, it would be worth your while to see me.

My experience has been gained whilst in association with:

1.
2.
3.

to any or all of whom I can refer you.

If you will grant me ten minutes I will pack them with interest to you, and I promise to be gone in ten minutes unless you ask me to stay longer.

Yours faithfully,
NORMAN KERWAN.

Answer to Advertisement for Traveller

"X. Y.," *The Daily News*, *E.C.*

May 14, 19 .

DEAR SIR,

Being a representative of exceptional ability—as my splendid testimonials will prove—I should be glad if you would grant me an interview with reference to your advertisement in the *Daily News*. Having proved my capacity as an extremely successful traveller, particularly during the last three years which I have spent as southern representative for Messrs. Hudson Bros., I feel I could carry out whatever work you gave me with the greatest satisfaction.

I am well educated, and my address is such that I find little difficulty in obtaining an audience from prospective clients. I speak French and Spanish fluently, and I can forward you excellent references, though I would prefer at this stage that you should not refer to my present employers as I am seeking to better my position, and I have not yet severed my connection with them.

Trusting you will grant me the favour of an interview,

I remain, yours faithfully,
JOHN EMERY.

Answer to Advertisement for Two Representatives

P. Q., Box 711, *Daily Chronicle.*

July 15, 19

DEAR SIR,

In to-day's *Chronicle* you are advertising for two representatives to commence work in the New Year. May I hope to be one of them? My age is 26, and I have had extensive business experience in Canada and the United States.

For some time I was secretary to a firm of Timber Merchants, and later took charge of two schools, receiving special permits from the Ontario Minister of Education to do so. I was in receipt of a salary of £250 a year, but I was unfortunately obliged to return to England on account of bad health. I am, however, now quite recovered, and am ready to commence work immediately.

I am a bachelor of good address and education, and the exact salary is immaterial provided there is an opportunity for me to make a position worthy of the good work I believe I could put forward.

Yours faithfully,
WALTER MASTERMAN.

Answer to Advertisement for Outdoor Organiser

October 18, 19

P. J., Box 302, *Daily Telegraph.*

DEAR SIR,

The enclosed card will show you that I am in close touch with the class of people you mention in this morning's *Daily Chronicle.* It will also show you that the kind of work I am doing should fit me for the position of your outdoor representative.

My experience is set out on the attached sheet, but my present position is not a permanent one, and I am desirous of obtaining some outdoor position of responsibility in a firm where a man with organising ability can earn a good living.

I am known as a worker. Most of the campaigns which I have run I have conceived, planned, and carried out myself, and I have proved that I can pull together almost any class of man. I am willing to devote my whole time to the work, for I believe in concentration, and I am willing to give of my best to some firm that will appreciate it. I should therefore be glad to receive full particulars of the position, so that I may tell you whether I feel I would be a success in the work, and I hope at the same time you will grant me a personal interview. I think my record is such that you would not regret so doing.

I am married, have a family of three, and my age is 39.

Hoping to have the privilege of a reply,

I remain, yours faithfully,

WILLIS HARDY.

Answer to Advertisement not giving Details

November 19, 19

M. N., Box 4321, *Daily Telegraph.*

DEAR SIR,

Your advertisement in to-day's *Daily Telegraph* gives me no clue as to the exact nature of the work, and it is consequently difficult to know just what experience you require. At the same time, if general business ability is of value I can serve you well.

I am 30 years of age and speak French and German fluently, having been educated at Dunoon College and having travelled over most of Europe. My experience is varied, as you will see if you read the next page; but I think you would find more useful still my enthusiasm and loyalty to my employers. If you will refer to any of the three gentlemen named below they will all bear witness to my possession of these qualities.

I hope you will see your way to grant me an interview, when we could discuss the matter more fully. I am ready to begin at a moment's notice, as I am eager for active employment.

Yours faithfully,

ARCHIBALD J. DUDLEY.

Answer to Advertisement for Clerk

July 22, 19 .

A. B., Box 2040, *Daily Telegraph.*

DEAR SIRS,

I have read your advertisement in to-day's *Daily Telegraph*, and I think I could serve you well. My age is 27, and I possess a good working knowledge of French and German, in addition to which I am a capable book-keeper.

For the last four years I have been employed as head of the correspondence department for Messrs. Riddell & Smith. Previously I was for five years with the Edinburgh Distillery Company, in the cashier's office.

Either of these firms will be pleased to give testimony as to my character, honesty, and diligence.

I am leaving my present employers because their business does not afford sufficient scope for advancement, and I know they will release me at a moment's notice if you desire me to start work at once.

Yours faithfully,
(*Signed*) ALAN FISHER.

First of Five Circular Letters that gained Positions for Advertising Men

September 20, 19 .

[*No name was filled in.*]

DEAR SIR,

I can prove to you by my references that I am a competent advertising man.

I believe that I could materially assist you in exploiting your business.

I have no ready-made scheme; before I could begin creative work for you I should have to study your business in detail; but I am sure I could interest you with some facts and suggestions.

I am at liberty to fill a position giving scope, and if you will grant me a brief interview you may discover that I am the very man you most want to put your hand upon.

Yours faithfully,
JOHN OUDEN.

P.S.—My experience has been gained whilst in association with

1. . . . . .
2. . . . . .
3. . . . . .

any or all of whom will tell you that I possess originality, ability, and resource.

Another Successful Letter

January 7, 19

J. Minors, Esq.,
Advertisement Manager, *The Daily Paper*,
Fleet Street, E.C.

DEAR Sir,

To come straight to the point, do you think you could make good use of my services?

I am at present on the outdoor staff of the . . . . . Press, and I cannot do better than refer you to them as to the reason of my leaving. I wish to continue as an outdoor man, for the reason that I have confidence in my ability to do well at it—one's earnings are only limited by one's ability.

Herewith a short synopsis of my record previous to joining the . . . . . Press.

A public school education, augmented by extensive travelling. Much valuable and varied advertising experience—especially as regards policy—gained whilst working under Mr. . . . . of the agency of that name; and latterly some sound experience in my present position. I can write and talk well on advertising matters—I used to write for one of the leading advertising journals—and I claim to be a man of ideas and an opportunist: keen, enthusiastic, and pushing. I am five-and-thirty, of good appearance and address, and an optimist.

If you will grant me an interview at your convenience you will then quickly be able to judge whether or no I am the type of man whose services would prove valuable to you. I can refer you to many other men of standing besides the two already mentioned above.

I shall be free to tackle a fresh proposition on Monday, the sixth day of February.

Yours faithfully,
H. DOBBS.

Another Letter that obtained a "Job"

April 30, 19 .

H. Newcome, Esq.,
Messrs. The New Advertising Company,
Strand, W.C.

DEAR SIR,

Have you an opening in your office for such a man as myself?

I am 31, well educated, and am desirous of following up the advertising business.

I gained considerable general advertising knowledge in the offices of . . . . . , and for some time past have been doing journalistic work for one of the leading advertising journals.

My previous record is a somewhat varied one, but should prove useful in an advertising career.

Some years back I had some eighteen months' training as an engineer—chiefly mechanical—and, incidentally, I can boast of an intimate knowledge of motors and the motor trade.

I am of good appearance and address, am considered to be of an inventive and original turn of mind, and I can pass sound criticisms on all things connected with art.

Recognising that the "longest road is sometimes the shortest," and looking to the future rather than the immediate present, I make no definite remarks as to salary required.

I am willing to consider any proposition holding fair prospects—whether to fill a useful position straightaway or to be trained for some special purpose, and the question of remuneration would depend upon that.

I hope you will see your way to grant me an interview—at your convenience—when we could discuss any possible proposition you might have in view.

Yours faithfully,
CYRIL WELTON.

A Letter that brought 54 per cent. of Replies

H. Oram, Esq., *The Weekly News*, *May* 15, 19
Fleet Street, E.C.

DEAR SIR,

Whether I sell "space" for your paper or somebody else's is a matter for you to decide; but space I mean to sell.

Because I have certain qualities and qualifications which, supported by the whole-hearted effort and "intent" that I shall put into my work, will in all probability bring me success.

This will mean material profit to myself, as well as the paper I work for.

I am 24, a public school man, of good appearance and address, widely travelled.

I gained much sound advertising knowledge and experience in one of the leading London agencies, to whose governing director I should be pleased to refer you.

In the course of my travels I have rubbed shoulders with all sorts and conditions of men, and in the course of business I have done a considerable amount of interviewing.

I am keen and ambitious, and a man of ideas, readily finding news, means, and methods.

I fully realise that at the present day to sell space to any extent one must be able to give the best of "business" arguments in support of one's proposition, besides exercising tact and persuasion.

One must keep in touch with the editorial side, and know what is "coming along"; one must know what one's neighbours are doing.

There's lots more I should like to tell you—for instance, I write for one

of the leading advertising journals—but if you would care to see me and learn more of me drop me a line.

I shall be pleased to keep an appointment at your convenience.

Yours faithfully,
TIMOTHY WHITMAN.

Another Successful Letter

P. Powell, Esq., The Printer's Advertising Company, *March* 16, 19 .
Fetter Lane, E.C.

DEAR SIR,

I may be the very man who can serve you best.

Should you contemplate extending or making any change in your advertising arrangements it is worth your while to write or telephone to me, making an appointment.

My advertising experience has been gained whilst with

. . . . . .
. . . . . .
. . . . . .
. . . . . .

Incidentally, I have been "on the road," a very valuable experience for any advertising man.

One or two big advertising men have been kind enough to say that I possess the analytical brain so essential to arriving at the true significance of hard facts and figures when formulating a sound advertising policy.

I am also credited with a certain originality of thought and expression.

This much I know: that I am young, optimistic, and ambitious, and determined to succeed.

Talking is never so convincing as "doing," and so I solicit the opportunity to prove my capacity by executing work for you.

Frankly, a permanent position—where I can devote my whole time and energy on one sound proposition—is what I seek and aim at, and it is this possibility that you may have an opening for an advertising man in your business that prompts me to write you.

Should I fail to secure the position I seek—this is a bad time of the year—I am eager to keep busy, and with that in view I will undertake part-time commissions.

For fees agreed upon in advance I will write, design, and lay out press advertisements, booklets, folders, leaflets, form-letters, and showcards.

If required I would prepare and organise an entire advertising campaign.

Nothing connected with advertising will come amiss.

I solicit the opportunity to assist you in whatever advertising work you may have in hand.

An interview commits you to nothing, costs you only a few minutes of time, and may prove me to be the very man who can serve you best.

Yours faithfully,
HERBERT J. WALKER.

Answer to Advertisement for Managing Clerk

April 13, 19 .

"Manufacturer,"
Box 370, *Daily Telegraph.*

DEAR SIR,

I shall be glad if you will kindly allow me an interview with reference to your advertisement in the *Daily Telegraph* of to-day.

I am 30 years of age, married, refined in appearance and character, and at present disengaged. I have had 14 years' all-round commercial experience, during the last seven of which I was in business on my own account as a contractor, and I also accepted a post with a firm of manufacturers, for whom I opened some 500 accounts amongst chemists and allied traders. Previously I was secretary to a firm of electrical engineers for three years, and before that I was with Messrs. Peter Robinsons as departmental salesman, book-keeper, etc., in the wholesale warehouse.

I understand fully all details of book-keeping and management generally, and I seek an opening where there is ample scope for a real worker.

If you will favour me with an interview I shall be pleased to furnish all details and any references you may desire.

Yours faithfully,
WILFRED BESSEMER.

Answer to Advertisement for Shorthand Typist

December 20, 19

"Type,"
Box 621, *Daily Mail.*

DEAR SIR,

I am 20 years of age, and have had nearly four years' experience. My last engagement was with a firm of stockbrokers, but owing to the failure of their business I am now seeking another berth.

My speeds in shorthand and typewriting are 100 and 40 words per minute respectively, and I have always used the Imperial typewriter. I have a good knowledge of general office routine, including card indexing and filing letters.

I enclose a copy of my testimonial from my last employer, but should you desire further reference with regard to my ability I shall be pleased to give you the name of the firm where I was formerly employed. Salary required 25*s.* per week.

I am disengaged at present, and could start work as soon as desired.

Trusting my application will meet with approval,

I am, yours faithfully,
HILDA JACOBS.

Another Answer to Advertisement for Shorthand Typist

January 21, 19 .

"B,"

Box 602, *Daily Telegraph.*

DEAR SIR,

In answer to your advertisement in the *Daily Telegraph* for a shorthand-typist clerk I beg to offer my services for your kind consideration.

I have had fifteen months' experience with Messrs. The Scottish Boiler Insurance Co., Ltd., Queen Victoria Street, E.C., and twelve months in the offices of the *Bazaar, Exchange & Mart* Newspaper, Drury Lane, W.C., and I am confident that good references will be given.

I can write 100 words a minute in shorthand, and operate the Imperial at 40 words a minute. I have also a good knowledge of book-keeping and office routine.

My age is twenty-four, and the salary I am asking is 21*s.* per week.

Should this application meet with your favourable consideration I can assure you that I will always endeavour to give you satisfaction.

Yours obediently,

JESSIE WALTERS.

Shorter Answer to Same Advertisement

January 21, 19

"B,"

Box 602, *Daily Telegraph.*

SIR,

I beg to make application for the vacancy advertised in to-day's *Daily Telegraph.*

My speeds are 130 and 50 respectively, and I have had six years' experience in a West End firm (where I have to deal with heavy correspondence), and during this period have always used the Imperial machine.

I am 24 years of age, and the salary I am asking is 27*s.* 6*d.* per week.

Trusting to receive a favourable reply,

I am,

Yours obediently,

ALICE HACKETT.

Form of Application for Government Post—showing Method of presenting Testimonials

NATIONAL HEALTH INSURANCE COMMISSION (WALES)

APPOINTMENT OF ASSISTANT SECRETARY

Particulars of Qualifications

OF

JOHN LEONARD JONES

AND

Copy Testimonials

March 16, 19 .

13, Norwood Road,
London, S.E.

Name in full . .	JOHN LEONARD JONES.
Occupation. . .	Law Clerk.
Address . . .	13, Norwood Road, London, S.E.
Date of Birth . .	April 3, 1880. Age last birthday, 33.
Present Occupation .	Managing Common Law and Chancery Clerk (1st Class), in the Legal Department of the Southland Water Board.
Present Salary .	£260 per annum, with increments.
Testimonials . . (*Copies attached*)	1. Sir Henry Luton, Sutton House, Dorking. 2. H. J. Smith, Esq., Clerk of the Southland Water Board. 3. Martin Wells, Esq., Solicitor to the Southland Water Board.
Referees . . .	1. Sir Walter Bennett, Vice-Chairman of the Southland Water Board. 2. Mr. Justice Henderson, Royal Courts of Justice, Strand, London. 3. Sir John Cawston, Pump Court Buildings, Temple, London, E.C.

Welsh Language . Applicant reads, writes, and speaks the Welsh Language.

1. Has regularly attended a Welsh place of worship.
2. Has been Registrar of and Teacher in a Welsh Sunday School.
3. Has been Secretary of a Welsh Literary Society.
4. Regularly corresponds with friends and relations in Welsh Language.

SOUTHLAND WATER BOARD.—LEGAL DEPARTMENT

EXPERIENCE OF ORGANISATION AND ADMINISTRATION

1. Appointed to the Staff of the Water Board at the formation of the Legal Department in April 1905, and was responsible for the institution and organisation of a Special Section to deal with the collection of enormous arrears of Water Rates accumulated during and since transfer of the Water Undertakings.

   The magnitude of this work necessitated:

   (A) The evolution of a system embodying the preparation of various Registers, Special Forms, Schedules, etc., by means of which accurate and reliable information from the numerous Collectors was assured.

   (B) The institution of Proceedings in the various Metropolitan Police and County Courts involving the issue and conduct of some thousands of Summonses.

2. QUINQUENNIAL VALUATION.

   (A) Specially selected by Law and Parliamentary Committee of the Water Board in November 1905, to undertake Supervision of Detail Work in connection with Appeals arising out of Quinquennial Valuation of the Board's Undertaking in 1905.

   (B) Made numerous Attendances before Metropolitan Assessment Authorities.

   (C) Entered and prepared for trial upwards of 137 separate Appeals to Quarter Sessions.

   (D) Prepared Special Cases on points of Law arising thereon for the opinion of the High Court, which ultimately resulted in actual saving to Board of Rates amounting to £19,000 per annum.

3. Appointed Common Law Clerk, and took charge under Solicitor of the Board of all Common Law and Chancery matters generally.
   (A) Introduced System for dealing with the numerous Claims made upon the Board for Compensation.
   (B) Controlled and managed numerous and important Common Law and Chancery Actions in which the Board has participated since its inception, including Appeals to the Court of Appeal and House of Lords.
   (C) Attended Local Government Board and other Inquiries and Arbitrations.
   (D) Responsible to Solicitor of the Board for the consideration of all Claims made upon the Board for Compensation and the preparation of Reports to various Committees upon these and numerous other matters arising under the various Acts of Parliament upon which the advice of the Board's Solicitor is required.

ACQUAINTANCE WITH WELSH SOCIAL AND INDUSTRIAL CONDITIONS, AND HOW OBTAINED

1. SOCIAL CONDITIONS

I am intimately acquainted with the Social Conditions and National Institutions of Wales by reason of the fact that I was born at Towyn of Welsh Speaking Parents, and Educated there at the local Grammar School. My early training was obtained in the religious atmosphere peculiar to Welsh people, and from boyhood I have been keenly interested in the religious and educational life of the Principality.

2. INDUSTRIAL CONDITIONS.

1. Agriculture.

The greater portion of my life having been spent in an Agricultural County (Merionethshire) and the majority of my people, with whom I have always been in close touch, engaged in Farming, has enabled me to obtain an intimate knowledge of Welsh Rural Problems.

2. Building Trade.

I have a fair knowledge of the Building Trade, as I assisted my father, a Builder and Contractor and a large Employer of Labour at Barmouth, for many years, in the preparation of estimates for large Contracts, etc.

3. Shipping.

I was for seven years in the service of Messrs. Smith, Salmon & Lyons, Solicitors, of 17, Ayr Street, London, W.C. This firm enjoyed a very extensive Welsh Agency Practice, and I assisted in the preparation and conduct of many Commercial and Admiralty Actions arising out of the Shipping Industry of South Wales.

4. Trade Unions.

Whilst in the employ of the above-mentioned firm, I obtained an insight into the workings of Trade Unions, particularly in connection with the Miners' and Railwaymen's Labour Organisations. I assisted in the conduct of extensive litigation arising out of labour disputes, and mention the following:

(A) The Taff Vale Railway Company v. The Amalgamated Society of Railway Servants.

(B) The Welsh Coal Owners v. The South Wales Miners' Federation.

(C) Numerous other cases dealing with the rights and liabilities of Trade Unions.

5. Generally.

In addition to the particular cases before mentioned, having served in a solicitor's office in Wales before taking up a position in London, I assisted in the preparation of numerous legal actions relating to miners and other workmen of all classes in Wales.

OTHER QUALIFICATIONS

I have acquired considerable experience in interpreting statutes generally, and am intimately acquainted with the provisions of the National Insurance Act, having been required, in the performance of my duties, to consider their application to the Water Board and its Staff.

(*Signed*) JOHN LEONARD JONES.

13, Norwood Road,
London, S.E.
March 16, 19

COPY TESTIMONIALS

No. 1

Sutton House, Dorking.
March 12, 19 .

DEAR MR. JONES,

ASSISTANT SECRETARYSHIP
WELSH INSURANCE COMMISSION

As desired, I have much pleasure in stating that you were in my service for several years at my London offices. I hold a high opinion of your capabilities, and your success at the Southland Water Board has proved that you are a man of ability and energy. You have had a wide experience, and I think you very suitable for the above post. Your success has been due entirely to your own efforts and ability. I cannot say more. You entered my services as a junior clerk, and you are now Chief Law Clerk in the Offices of the Southland Water Board—a position which demands considerable knowledge and ability. This is not a bad achievement for a young man aged 33.

Yours faithfully,
(*Signed*) HENRY LUTON.

JOHN LEONARD JONES, Esq.,
13, *Norwood Road, S.E.*

No. 2

Southland Water Board,
Bucket Court, Strand, W.C.,
March 10, 19 .

Mr. J. L. Jones informs me that he is a candidate for the office of Assistant Secretary to the Welsh Insurance Commissioners, and I have pleasure in supporting his candidature for that office.

Mr. Jones was appointed on the staff of the Board in April 1905, and since that date he has been employed upon work of great responsibility, having proved himself to be possessed of marked ability, tact, and energy. I have personally had many opportunities of forming an opinion of his work, and I have always found him to be an able officer, ready to spare no pains in carrying to a successful conclusion any work upon which he might be engaged.

Mr. Jones is in charge of an important section of the Solicitor's Department at this office, and in that capacity he has proved himself to be fully competent to organise and control a staff of men, and this experience, coupled with his natural abilities and administrative powers, enable me to say that if Mr. Jones were successful in his application, the Commissioners would secure the services of an officer who would fully justify their confidence and election.

(*Signed*) H. J. SMITH, *Clerk of the Board.*

No. 3

Southland Water Board, Solicitor's Department,
Bucket Court, Strand, W.C.,
March 5, 19

ASSISTANT SECRETARYSHIP
NATIONAL HEALTH INSURANCE COMMISSION (WALES)

Mr. J. Jones has informed me that he is an applicant for the above appointment, and has produced to me the particulars of his qualifications which he proposes to submit to the Commissioners. I have read these particulars and endorse every word of them.

As the Solicitor to the Board I have been associated with Mr. Jones for the past seven years, and I have formed a very high opinion of his business acumen and integrity. He came to my Department with excellent credentials, which he has justified to the full.

I have always found him exceedingly capable in large matters of organisation and administration, and I have never hesitated to entrust him with matters of magnitude and responsibility. He is very enthusiastic, and carries responsibility and hard work well.

While I should be happy to hear of his preferment, I should regret the loss to the Board of so efficient and valuable an officer.

(*Signed*) MARTIN WELLS, *Solicitor to the Board.*

Another Application for Official Post

Letter of Application

AND

Testimonials

IN FAVOUR OF

WALTER HUGHES,

CANDIDATE FOR THE POST OF LORD MAYOR'S SECRETARY

City Hall, Birmingham,
October 5, 19

To the Right Hon. the Lord Mayor, Aldermen, and Citizens of the City of Dublin.

MY LORD AND GENTLEMEN,

I beg most respectfully to offer myself as a candidate for the appointment of Lord Mayor's Secretary, now vacant under your Council.

My age is thirty-one, and my experience and qualifications for the position are as follows:

About ten years ago I entered the Town Clerk's Office, Birmingham, as Shorthand and General Clerk, and after being promoted to the position of Committee Clerk, I was, just over three years ago, appointed to the office of Lord Mayor's Secretary, which appointment I hold at the present time.

I have, therefore, gained a thorough knowledge of Municipal work generally, and also a large and varied experience in the duties of Lord Mayor's Secretary.

In such capacity I have been accustomed to deal with the whole of the Lord Mayor's correspondence, attend to all matters arising therefrom, and carry out and make the necessary detailed arrangements for all Civic Functions.

These duties have, at times, been most onerous; have required a great deal of careful and unremitting attention; have embraced Royal Visits, Visits and Conferences of Important Societies and Institutions, etc., and have included arrangements for Banquets, Luncheons, Receptions, Balls, At Homes, Garden Parties, and Official Welcomes.

I have had experience in inaugurating, on behalf of the Lord Mayor, appeals for public subscriptions, and have kept all the accounts in connection therewith.

I have a thorough knowledge of Shorthand, and have received a good general education.

I am in receipt at present of a salary of £150 per annum, which is now under revision.

I have the honour to refer you to the accompanying testimonials from the present and past Lord Mayors of this City, whom I have had the pleasure of serving, and also from the Town Clerk of Birmingham.

Should you do me the honour of appointing me, I would spare no effort to discharge the duties of the office faithfully and in a manner worthy of their importance.

Trusting my application will receive your favourable consideration,

I have the honour to be,

My Lord and Gentlemen,

Your most obedient and humble Servant,

WALTER HUGHES.

COPY TESTIMONIAL

From HAROLD DAVIES, ESQ., *Ex-Lord Mayor, Alderman, and Justice of the Peace of the City of Birmingham, and a Member of The Royal Commission to Inquire into Ancient and Historical Monuments.*

100, High Street, Birmingham,

September 28, 19

The Lord Mayor, Aldermen, and Citizens of the City of Dublin.

MY LORD MAYOR AND GENTLEMEN,

It affords me the greatest pleasure to support the application of Mr. Walter Hughes for the appointment of Lord Mayor's Secretary under your Council.

I have known Mr. Hughes ever since he entered the services of the Corporation of Birmingham, and have formed a very high opinion of his character and abilities.

During my Lord Mayoralty he carried out the duties of Lord Mayor's Secretary to my entire satisfaction, and with every credit to himself. He attended personally to the whole of my correspondence, without supervision, and also to the arrangements for the many Civic Functions I had the honour to give, in a most exemplary and praiseworthy manner.

In the year 1906, H.R.H. the Prince of Wales visited the City to receive the Honorary Freedom of Birmingham, and the arrangements for this function, together with a Luncheon that followed, were carried out by Mr. Hughes in an admirable manner.

In addition to the above, many important Societies and Institutions visited the City during my term of office, and the arrangements for the various Civic Functions were carried out by him with every satisfaction.

He is most gentlemanly, courteous, and obliging; has good organising abilities, is tactful and conscientious, and very painstaking in the discharge of his duties.

Having regard to the wide practical experience and knowledge he has gained in his present position, I consider him to be eminently qualified for the appointment he now seeks, and have no hesitation in strongly recommending his candidature to your favourable consideration.

I am confident, if you appoint him, you will secure the services of a reliable and competent official.

I am, Gentlemen,
Yours obediently,
HAROLD DAVIES.

COPY TESTIMONIAL

From SIR HOWARD NEVILLE LUCY, *Ex-Lord Mayor, Alderman, and Justice of the Peace of the City of Birmingham.*

Birmingham,
October 1, 19 .

To the Lord Mayor, Aldermen, and Citizens of the City of Dublin.

MY LORD MAYOR AND GENTLEMEN,

I gladly comply with the request of Mr. Walter Hughes, for a testimonial in support of his application for the post of Lord Mayor's Secretary.

He acted as my Secretary during my Lord Mayoralty, and he carried out the duties most successfully, and to my complete satisfaction.

He has a comprehensive knowledge of Secretarial work, and he conducted my correspondence and attended to the whole of the arrangements for the various Civic Functions during my Lord Mayoralty, which included a visit from Their Majesties the King and Queen, with marked ability.

He has great administrative ability and energy, a thorough practical

acquaintance with affairs, and a disposition that would make him an agreeable official.

I believe Mr. Hughes to be a very able man, not only of wide experience, but of thorough devotion to duty, and I consider him to be in every way fitted to carry out the duties of the preferment he now seeks.

I am, my Lord Mayor and Gentlemen,

Yours very obediently,

H. N. Lucy.

COPY TESTIMONIAL

From The Right Hon. the Lord Mayor of Birmingham (Alderman Arthur Chambers, J.P.).

City Hall, Birmingham,
October 19, 19 .

The Lord Mayor, Aldermen, and Citizens of the City of Dublin.

My Lord Mayor and Gentlemen,

I am pleased to have an opportunity of supporting the application of my Secretary, Mr. Walter Hughes, for a similar position to the Lord Mayor of Dublin.

Mr. Hughes is a most able secretary; and having regard to the splendid training and experience he has received here in that capacity, I have every confidence in recommending his application to your earnest consideration.

He carries out his duties in a most careful and efficient manner, and can be wholly entrusted with the arrangements for all Civic Functions.

His diligence and attention and his ready intelligence make him an excellent official. His bearing and manner are also greatly in his favour, and for his personal character I have the highest esteem.

I wish him every success in his application.

I am, My Lord Mayor and Gentlemen,

Yours faithfully,

Arthur Chambers.

COPY TESTIMONIAL

From William Josephs, Esq., *Town Clerk and Clerk of the Peace, &c., of the City of Birmingham.*

City Hall, Birmingham,
September 31, 19

The Lord Mayor, Aldermen, and Councillors of the City of Dublin.

My Lord Mayor and Gentlemen,

It is with the utmost confidence and pleasure that I support the application of my Assistant, Mr. Walter Hughes, for the appointment of Secretary to the Lord Mayor of your important City.

Mr. Hughes entered my office in the year 1899 as Shorthand and General Clerk, and, carrying out his duties with efficiency and ability, he was recommended by me on various occasions for promotion, and now holds the dual position of Assistant Committee Clerk and Lord Mayor's Secretary.

I have always found Mr. Hughes equal to the demands made upon him in carrying out the duties of Lord Mayor's Secretary, and the arrangements for the numerous and varied Civic Functions.

The duties devolving upon Mr. Hughes during the last three years have been most important. Outstanding are the visits to the City of His Majesty the King and H.R.H. the Prince of Wales, the arrangements in connection with which were of a very elaborate and varied character, and were made by Mr. Hughes to the satisfaction of all concerned.

I mention these two visits as giving an idea of the work of Mr. Hughes at Birmingham, and I can assure you that in this progressive City Civil Functions are constantly occurring.

He is therefore well acquainted with the arrangements for Balls, Banquets, Receptions, &c., and has had the essential practical experience which enables him to easily deal with these functions.

I can thoroughly recommend him for the position he now seeks at your hands as a capable official, well informed, extremely well versed in the duties of Lord Mayor's Secretary, and as one who possesses undoubted ability. I can, therefore, with confidence say that, if appointed, he will faithfully carry out the duties appertaining to the office of Secretary to the Lord Mayor of Dublin.

I am, my Lord Mayor and Gentlemen,

Your obedient servant,

WILLIAM JOSEPHS, *Town Clerk.*

Another Official Form of Application

Letter of Application

AND

Testimonials

IN FAVOUR OF

HERBERT WELLS,

CANDIDATE FOR THE POST OF ESTATE AGENT AND VALUER UNDER THE COUNTY BOROUGH OF BELFAST.

The Crescent, Dublin,
June 13, 19

The Mayor, Aldermen, and Councillors of the County Borough of Belfast.

MR. MAYOR AND GENTLEMEN,

I have the honour to apply for the important office of Estate Agent and Valuer to the County Borough of Belfast.

I was educated at Dulwich College, and am thirty-eight years of age.

I have had a comprehensive experience in the work of an Estate Agent, and commenced this work twenty-two years ago by being articled to my father, the late W. H. Wells, who was Lord Hull's Agent.

In addition to this appointment, my father was a Board of Trade Valuer and Umpire, Valuer to the Dublin and Wicklow Railway, and had a considerable practice as Surveyor, etc., in Dublin and London.

I assisted my father in the whole of his extensive practice, including the work in connection with his several appointments, and consequently obtained a thorough knowledge of all the work pertaining to an Estate Agency.

In 1892, the Earl of Hull appointed me as Surveyor to his well-known and extensive Estates in this locality, and in 1901 I became his Sub-Agent and Chief Surveyor.

As such, it was my duty to lay out all the building-ground and sites for works, etc., making all the necessary surveys, taking levels, etc.

I prepared the plans and specifications for all new roads and sewers, and for all houses and buildings erected by the Earl of Hull (as well as for a great number of people building on the Estate), and the construction and maintenance of the same was carried out entirely under my personal supervision.

Mr. Walker, the Agent, was good enough to repose sufficient confidence in me to delegate all the work of negotiating and making leasehold lettings to me, while I prepared all the Valuations for sale and purchase of properties by the Earl of Hull.

As the Estate comprises the greater part of the southern portion of Wicklow, I think I can claim a good all-round experience in this district, and a knowledge of the property in it.

The work of such an Estate is of necessity exceptionally varied, and in this respect, I venture to say, it is unique.

I was responsible for, and carried out, all the Valuation work in connection with the sale to the Dublin Harbour Trustees of the Earl of Hull's land for the new King's Dock, and was all through the negotiations, both in the Committee Rooms when the Bill was before Parliament, and afterwards, for settlement of terms, clauses, etc.

I carried out the same work as regards the sale of land to the Great Southern Railway Company, for their new main line, siding extensions, etc.

The lettings to the Irish Wagon Company, at St. Thomas, and to the Wicklow Steel Company, at Killiney, were recent Works lettings, amongst many others, which I carried through.

In 1909, owing to inducements held out to me, I left the Estate to set up in practice for myself.

Since leaving the Estate I have, in addition to other work, done, and am still doing, their Valuation work, which evidences the value the Estate places upon my work and services.

I respectfully submit that the general experience I have gained, not only in London, but also upon one of the most important, if not the most important, Estates in Ireland, is such as to fully qualify me to carry out the duties of the post for which I now apply, and if I have the honour to be

selected it will always be my endeavour to carry out the duties to your satisfaction.

I am, Mr. Mayor and Gentlemen,
Your obedient Servant,
HERBERT WELLS.

(COPY)

From HENRY WALKER, ESQ., *Justice of the Peace for the County of Wicklow; Agent to the Earl of Hull, Mrs. G. Rice, Mrs. Walter Smith, and Others.*

Estate Office, Wicklow, Ireland,
June 12, 19 .

The Mayor, Aldermen, and Corporation of Belfast.

GENTLEMEN,

Mr. Herbert Wells informs me that he is a Candidate for the appointment of your Estate Agent.

Mr. Wells was engaged as Agent, Architect, and Surveyor on the Earl of Hull's Estate for many years, and for twelve years was my right-hand man. We have a very large number of lettings, and Mr. Wells had sole and entire charge of the whole of the leasehold lettings and Architect's work upon the Estate.

Mr. Wells did all our Valuations, and still continues to do so.

I do not think there is any branch of Estate work that he has not had experience of.

I have, therefore, every confidence in saying that the Corporation of Belfast would be quite safe in his hands, and that they will be very fortunate if they secure his services as Estate Agent and Architect.

Of course, Mr. Wells's personal character is in every way beyond reproach.

I am, Gentlemen,
Yours truly,
HENRY WALKER.

(COPY)

From MESSRS. JOHN MULREADY & SONS, *Surveyors, Estate Agents, and Valuers, of Dublin.*

46, Wellington Street, Dublin,
January 5, 19

TO WHOM IT MAY CONCERN.

Mr. Herbert Wells has requested us to give him a testimonial as to his professional abilities, which we have much pleasure in doing.

We have had a great many opportunities of meeting Mr. Wells in his capacity as Surveyor to the Hull Estate Office, and have been much impressed with the energy and ability he displayed in dealing with important and highly technical matters.

He is a qualified and competent Surveyor and Estate Agent, and thoroughly

conversant with the preparation of valuations connected with the granting and extensions of leases.

His long experience under Mr. H. Walker, and the fact that Lord Hull's Estate embraces properties of almost every kind that can be met with in general practice, should prove a most valuable asset to Mr. Wells, whose character and integrity are beyond reproach.

We remain,
Yours faithfully,
MULREADY & SONS.

(COPY)

From F. LOWTH, ESQ., *Engineer and Surveyor to the Neath Rural District Council.*

Wicklow Rural District Council,
Engineer's Office,
June 12, 19 .

The Mayor, Aldermen, and Councillors of the Corporation of Belfast.

GENTLEMEN,

I am informed by Mr. Herbert Wells, Architect and Estate Agent of this town, that he is a Candidate for the office of Estate Agent and Valuer to the County Borough of Belfast.

I have known him through the whole period of his professional career, more especially during his engagement as Chief Surveyor, Architect, and Valuer at the Hull Estate Offices, Wicklow, for over twelve years under Mr. H. Walker.

I have frequently had occasion to meet him professionally, and it gives me the greatest pleasure to testify as to the able and courteous manner in which he always managed highly technical matters.

I consider his experience and knowledge of Estate Management unique, for the reason that it embraced practically every class of work in the development and improvement of properties, and lettings, both leasehold and otherwise.

His experience as an Architect and Surveyor for the laying out of properties, valuation, and purchase, is of great value for general practice, and also for the supervision of your important buildings.

If appointed by your Corporation, I feel you will secure the services of a most able and conscientious official, whose personal character is all that can be desired to occupy any position of confidence and trust.

I am, Gentlemen,
Yours faithfully,
F. LOWTH, *Engineer and Surveyor.*

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