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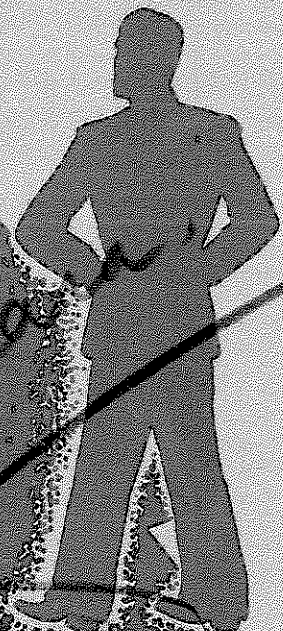
the **SECRETS**
to **SUCCESS**
in

BUSINESS

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The Secrets To Success In Business

by
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D. S. ...

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Made In U.S.A.

The Secrets To Success In Business

The *small businessman* of today is potentially the *big businessman* of tomorrow. The frontiers of business are not and never will be closed in America. If you have the pioneering spirit and the desire to succeed on your own, the opportune time is now. It is always NOW. There is never a time when a man (or woman) with foresight, diligence, and desire to succeed, should be held back by fear.

Mr. Eric A. Johnston, former President of the United States Chamber of Commerce and now President of the Motion Picture Association of America, said, at an International Business Conference, "I sincerely believe that the economic and political welfare of the United States is dependent upon the prosperity of the SMALL BUSINESSMAN, just as I believe—on an international scale—the welfare and the happiness of the world depend upon the prosperity of small nations."

Small businesses come under many classifications—retail stores, mail order, manufacturing in factories or at home, chain stores, special services, sales and distributing agencies, and many other fields. According to recent figures of the United States Department of Commerce, out of every 1,000 business firms in the United States, there are approximately:

- 170 retail food stores
- 90 eating and drinking establishments
- 90 real estate, insurance or finance businesses
- 70 filling stations
- 60 taxicab or motorcar owners
- 60 contractors of various sorts
- 60 barber shops or beauty parlors
- 45 wholesalers of various sorts
- 35 garages, repair shops, or automobile dealers
- 35 general merchandise or clothing stores
- 30 laundries, etc.
- 20 shoe repair, shoeshine shops

15 food manufacturing plants

15 drug stores

15 printing or publishing plants

The word "business" covers an unlimited range; but each type of business has to be suited to the person who embarks in it. Some people are best adapted to outside selling, others to inside work; some are sociable and like to meet people whereas others are reserved and are happiest when working alone. All these factors of personality, skill, training and experience have to be given careful thought before a decision is made as to what kind of business is to be selected. Just because you have a sum of money to invest, and just because you *think* a certain business will prove successful for you, is not enough reason to enter into it. First you must be sure you are fitted for it; then you must investigate all the angles and discuss the matter with people best qualified to give you expert advice and guidance in the type of business you wish to enter, and learn from them the secrets to their success.

SMALL BUSINESSMEN WHO GREW

Lack of self-confidence is the worst enemy of any businessman—you must back up your desire for success with optimism and hard work. If the successful businessmen, whose names are by-words in American industry, had been afraid of their own ideas and hesitant to work hard, where would they be now? If they had been afraid, where would the manufacturing business of Henry Ford, the huge retail department store of Marshall Field, the mail order house of Sears, Roebuck, the cartoon movie enterprises of Walt Disney, or the 5 & 10c stores of F. W. Woolworth be? Men of this calibre started out on as little as—or maybe less than—you have; they came from humble homes, they could not afford much formal education. But they had the courage of their ideas and the self-confidence to sustain them through failures which might have discouraged men of less vitality and ambition to succeed on their own.

Henry Ford, a farmer's son, had a wonderful flair for mechanics and at the age of sixteen got his first job working on engines during

the day and repairing watches at night. He thought of nothing but perfecting his work, of learning all there was to know about engines and wheels. When the "horseless carriage" became a reality, Ford had enough foresight to realize that here was something which could be of benefit to millions of people. Using his knowledge of watch-making, with parts of buggies and tires from bicycles, he built, almost with his own hands, the first Ford car. His success was not immediate, he met with ridicule and scorn; but he had confidence in his work, he kept on, and his Model T became a household word. Even though many people made jokes of it, Henry Ford built these cars for sixteen years. He was smart enough to know that every joke cracked about a Model T was that much free advertising. Had he not had the courage to go on, Ford might still be tinkering, today, with mechanical devices on the farm and never have used his natural skill to build his own business.

Another boy who came from a poor farmer's family and later became one of the largest retail merchants in this country, was Marshall Field. At the age of seventeen he took a job as a clerk in a country store in Massachusetts, and stayed there for four years, learning the business of general merchandise by hard work. His employer offered him an interest in the business, but Field was intent on becoming a merchant in his own right and had the courage and vision to decline this good offer. He went to Chicago, again took a job as a clerk in a dry-goods house, and before long he was made a partner. Just as that business was on top, a large part of his fortune was swept away in the great Chicago fire, but he stayed on and rebuilt from the bottom up. The great store of Marshall Field and Company in Chicago stands as a tribute to a poor boy who rose to the height of success through hard work and the ability to "take it on the chin" no matter what hazards came along.

The success of the mail order house, Sears, Roebuck and Company, was no accident or streak of luck either! Its founder, Richard Warren Sears, was born in Minnesota. His father, a wagon maker, died when Richard was a boy, so at seventeen he had to go to work to support his mother and sisters. Sears started in the Minneapolis offices of the Minneapolis & St. Louis Railway, but decided there was more of a chance for a young man in a small town. He arranged to be trans-

ferred to North Redwood as a station agent. On the side, he sold venison and blueberries purchased from the local Indians. One day the town jeweler refused to accept a shipment of watches, wouldn't pay the freight charges, and the watches remained in the railroad station. Sears asked for and got permission to dispose of this shipment; he then wrote letters to a list of people describing his watches and quoting bargain prices. He immediately sold the whole supply, and thus was born the idea of a mail-order business. He bought more watches, sold them the same way, and prospered. Eventually, he gave up the railroad job and established himself, first in Minneapolis, later moving to Chicago. When watches came back for repair, he hired Mr. A. C. Roebuck to do the job. In this enterprise Sears made enough money, in a few years, to retire. He sold his business for \$100,000 and moved to Iowa to become a country banker. However, this wasn't exciting enough for his temperament, so back he went into the mail-order business and formed a partnership with A. C. Roebuck. Through Sears' readiness to experiment with new articles for sale and plan his own advertisements, the name of Sears, Roebuck and Co. became a household word.

Who doesn't know Mickey Mouse? Well, this little movie character is the symbol of success achieved by his creator, Walt Disney. Walt always loved animals, and when he was seven started to draw them. His parents had a hard time of it, so at the age of nine he had to deliver newspapers, getting up before the sun to finish that job before going to school. At school he was always drawing, and he also loved acting. When he got to high school, he became interested in photography and he would draw sketches for the school paper. With a few saved-up hard-earned dollars, he bought an old camera and started shooting moving pictures with it, at night he took cartooning lessons. At seventeen, Disney took a job on a train between Chicago and Kansas City as a "news butcher" and shortly thereafter worked for an advertising firm as an illustrator. From there he went to a job drawing animated cartoons, and then started a long hard struggle to put into practice his own ideas about movies and cartoons. He had financial failures, but they never stopped him; he knew that in some way he'd find the proper outlet for his love of animals, his interest in photography, his hobby of acting, his drawing of cartoons. It

needed great imagination to know how to tie them all up together. He still works as hard as ever, he still tries all new ideas, and the organization of Walt Disney in Hollywood is on the top rung of big business because of the efforts of this one man who wouldn't stay down in a mediocre job. He might still be in an office drawing cartoons—but he was able to see "further than his nose" and today he's at the head of a thriving business enterprise.

No one can think of a successful chain store organization, without the name of Woolworth coming to mind. A farm boy from upstate New York, Frank Winfield Woolworth attended country schools, helped with the farm work and had two brief terms in a business college. At nineteen, to gain experience, he took a job without wages for two years as a clerk in a village grocery store. At twenty-one he was given a six months' trial at a store in Watertown, N. Y., receiving no salary for the first three months, and \$3.50 a week after that, which was exactly what he had to pay for board and room. He was raised to \$6.00 weekly after two years, out of which he supported himself and even saved a little. In that town, a "99¢ store" opened and did a good business. Here is where Woolworth got his idea of selling a large variety of merchandise at one fixed price. The owner of that store decided to try a "99¢ store" in Port Huron, Michigan, and took Woolworth along as a clerk at \$10.00 a week; but he proved a poor salesman and his salary was cut to \$8.50. He became ill, went back to the farm to recover, but refused to be discouraged. Back he went to his old firm as a clerk, and he noticed another store had a "5¢ counter." Woolworth thought this a good plan, induced his own boss to try the scheme, and it proved a great success. He then persuaded his boss to back him with \$300 in a "5¢ store" in Utica, but it failed in three months. Instead of letting that set him back, he renewed the confidence of his boss, who helped him open a store in Lancaster, Pa., where he started out again, this time increasing the variety of merchandise. This was the beginning of his great venture; he added a "10¢ line." As he'd earn profits, he would re-invest them in more stores, then get manufacturers to produce goods especially for his "5 and 10¢ stores." When F. W. Woolworth passed away in 1919, the company owned more than 1,000 stores in the United States and Canada.

Now these are not fairy tales—they are the real stories of men who would not stand still just because they didn't have rich beginnings or extensive educations or influential friends. They had what it takes—just the simple courage and foresight to start with a new idea, and vitality to withstand the shocks of disappointment. Their stories can be repeated over and over again, in a long list of American businessmen who, through their own enterprise, rose to the very top even though they had to start at the very lowest rung of the ladder. These men had the secret to success in business—and these secrets are open to you as well as to them.

I WANT TO BE MY OWN BOSS

How often have you said that to yourself? It is only natural that you want to express your own ideas, you want to be the captain of your own enterprise and not just one of the crew. But just wishing will get you nowhere. You must make your decision a real personal project—and build your plans in the same way that a house is built. You don't put the roof on first—you start with the basement and build up. That's the way your business must progress. Start from the foundation; make sure of the type of business you want to go into, learn all about it, don't make hasty decisions—the later rewards will be worth it. It is better to have patience now and consider the matter of your own business success step by step.

Do not go into your own business with a state of mind that is "temporary." You will only be wasting your time. When you go into business, your attitude must be that this is your life's career and that in order to meet success you will give it the best that is in you. Often you may have to give up social life, you may have to dispense with a hobby for a while—but whatever you sacrifice in the beginning, the rewards you reap will justify it. Even though it is wise to seek the advice of people experienced in business matters, it is necessary that you first ask yourself many frank questions, and answer them honestly. Here is a detailed series of questions to enable you to clarify matters, whether it is for retail or other form of business:

CHECK LIST FOR ESTABLISHING A RETAIL BUSINESS

(SOURCE: Bureau of Foreign and Domestic Commerce, Department of Commerce.)

If you are thinking of establishing a retail store you need to think of hundreds of things; you are about to make an important decision. Careful thought in advance will prevent many mistakes and help to avoid the loss of your savings. The following check list will suggest some of the questions which should be considered in advance. Obviously this list does not cover everything—no list could. It does suggest some of the more important things and some of the troublesome minor things as well. This list should be used as a starter. Going through it thoughtfully should start your mind working along the right channels and help you make sound final decisions.

I. POINTS TO CHECK WHEN PLANNING TO START A RETAIL STORE

Not everyone can successfully operate a store of his own. Some special knowledge, experience, and "know-how" is essential in every line of business. Adequate capital in hand or in sight is also necessary. In addition there are some personal factors which help or hinder the man who wants to be his own boss. Honest self-appraisal is always difficult but must be made. The points which follow should help you in your preliminary thinking about starting your own business:

A check or notation
in this column will
show you have con-
sidered each point.

Your Personal Qualifications:

Have you had previous experience in this line of
business? _____
Have you ever bought merchandise before? _____
Do you know the characteristics of the merchan-
dise you will handle? _____

- Do you have the special technical skills which are needed?
- Have you ever supervised the work of others?
- Been boss?
- Have you ever hired people? Met a pay roll?
- Have you ever dealt with the public? Do you like to meet people?
- Have you ever sold?
- Can you boss yourself? Drive yourself to do what is necessary? Are you a self-starter?
- Do you have imagination? Energy? Initiative?
- Are you willing to work long hours?
- Can you overcome obstacles? Fight down discouragement? Keep plugging?
- Have you considered working for someone else to get more experience?

Your Financial Qualifications:

- How much have you saved which you can put into the business immediately?
- How much do you have in the form of other assets which you could, if necessary, sell or on which you could borrow to get additional funds?
- Have you some place where you could borrow money to put in the business?
- Have you considered saving more money before starting for yourself?

Income From the Business:

- What are your present earnings?
- How much can you make as the owner of a store?
- Have you compared this with what you could make as an employee?
- Are you willing to take lower earnings while getting started? For how long?
- Are you willing to risk uncertain or irregular income for the next year? Two years?

When to Start Your Business:

- Are general business conditions good or bad?
- How are conditions in the line of retail business you are planning?
- Have you made a forecast of the business outlook for the next year?
- Is your personal situation right for a start now?
- Your age? Your present job? Your future prospects? Your family responsibility? Your habits?

II. POINTS TO CHECK WHEN DECIDING ON THE LOCATION OF YOUR STORE

Operating a store in the right place is important to the success of the store. Living in a place he likes helps the owner to be happy. So the choice of a location is both a business and a personal problem. It is necessary to consider many things when deciding if there is an opportunity for you in a particular location. Sometimes it is necessary to choose one of several locations, or which of several stores to buy, or between buying a store and starting a new one. Your decisions on these questions will be easier if you organize your thoughts. Putting the main favorable points down on paper will help you to compare different locations.

Economic Factors in the Community:

- Are the industrial or agricultural conditions good?
- Is the trend up, down or stationary?
- Is the source of the community's wealth well diversified and varied or is it a one-industry community?
- Are the major industries old and well established, new and growing, or recent and uncertain?
- Are the industries stable or subject to wide fluctuations?

- Is the economic outlook for the community promising, uncertain or poor?
- Is the population of the community growing, standing still, declining?
- Is the wealth and income of the community well distributed? What proportions of the families are wealthy, well-to-do, moderately well off, poor?
- Are transportation facilities, professional services, banking facilities, schools, and so on good, adequate or poor?
- Are the civic associations aggressive, adequate, stagnant or poor?

The Need for a New Store in Community:

- Have you canvassed the community to determine the number of stores of the type you plan now operating?
- Have any stores of this type closed recently? Why?
- Are the stores which are in operation busy?
- Is the public adequately served by the present stores?
- Are people now going out of the community for the products you would sell them?
- Is another store in your line needed?

Competition:

- Do competitors leave an opening for you to enter business because they are not alert and aggressive?
- Are competitors old and well established?
- Are competitors' stores modern and attractive?
- Will competition be strong and active or weak and sluggish?
- Do you have a competitive chance?

Advice From Others:

- What do the wholesalers think of the prospects for another store in this community?
- What do the manufacturers' representatives think of the prospects for another store in this community?
- Have you talked to a banker? What does he think about your plan?
- Does he think enough of the venture to loan you money?
- What do local businessmen in noncompeting lines think of the prospects?
- What do the representatives of the companies selling store equipment or fixtures think of the prospects for a new store in your line of business?

Buying a Going Business:

- Why does the owner wish to sell?
- Have you proved his claims by checking copies of his income tax returns?
- Are the sales increased by conditions which are not likely to continue?
- Have you consulted a lawyer to be sure that the title is good?
- Has your lawyer checked the public records to see if there is any lien on record against the assets which you are buying?
- Are there any accumulated back taxes or water, gas, and electric bills to pay?
- Is this a bulk sale? Has the bulk sales law been complied with?
- Does the present store have good will to offer or are many people in the habit of not trading there?

- Is the stock a good buy? How much would have to be disposed of at a loss? How much is out of date? Unsalable? Overvalued? _____
- Are the fixtures and equipment the modern type you would select now? Or would they be unsuitable? Overvalued? In poor condition? Outmoded? _____
- Are you going to buy the accounts receivable? _____
- Are you sure they are good? How much are they worth? _____
- Would you assume the liabilities? Are the creditors willing to have you assume the debts? _____

III. POINTS TO CHECK WHEN STARTING YOUR STORE

The points in this section are set forth on the assumption that you have decided to start a store of your own and have selected the community in which to operate. Before opening the doors decisions have to be made and plans prepared. Here it is necessary to think again about some of the things you considered earlier. And for that matter, some of the things considered here might also suggest points which would modify your decision to start now, for example, the financial requirements. Or the services offered by others, as another instance, would suggest the decision you should make as to what services to offer if you are to have the best opportunity in that community. So, just because this list is divided into sections shouldn't prevent you from looking at it as a whole, or even skipping back and forth through it.

The Building and Its Location:

- Is the site good for this type of store? _____
- Are there other similar stores nearby? _____
- Are most of the passers-by potential customers? _____
- Is the section zoned for commercial occupancy? _____

- Is the space adequate? For present needs? For future needs? _____
- Is the space too large? For present needs? For future needs? _____
- Are the display windows suitable? _____
- Is the front modern and attractive? _____
- Is the entrance at grade level? Wide enough? _____
- Is there storage space for reserve stock? _____
- Is there a rear or side entrance for deliveries? _____
- Is the construction sound? Attractive? _____
- Will any major remodeling or alterations be necessary? _____
- Are there enough electrical outlets for your purposes? _____
- Are the plumbing facilities adequate? _____
- Is there a satisfactory heating plant? _____
- Are there any built-in fixtures or equipment you can use? _____

Rental Terms:

- Is the term of the lease long enough to protect you? Even if you make major alterations? _____
- Are there provisions in the lease for cancellation? For subleasing? For renewal? _____
- Does the lease provide for reimbursement for alterations? _____
- Is the rent a fixed dollar amount? Or a percentage of sales? _____
- Is the amount of rent in proper proportion to the estimated sales? _____

Equipment and Fixtures:

- Have you determined your equipment needs? Your fixtures? _____
- Have you planned for expansion and fixture additions to your equipment? To your fixtures? _____
- Can additions and replacements be easily and harmoniously made? _____

- Have you held your purchase plans to the minimum? Without omitting any essential items?.....
- Are your fixtures and equipment properly suited to the needs of your store? To the lines carried? To the customer appeal?
- Is your investment in fixtures and equipment in proper proportion in your financial structure?.....
- Are you going to pay for the equipment or fixtures on the installment plan? Have you decided the maximum monthly payment you can safely contract to make?
- If buying fixtures and equipment as a part of the purchase of a going business: Are they a good buy? Is there a lien on them? Are they similar to the modern type you would select now? Have you checked to make sure they are in good condition? Do you need all of them in your operation?

Planning Your Stock:

- Have you estimated how much your total stock should be?
- Have you broken this estimate down into the major lines to be carried?
- Has your stock selection been guided by an analysis of consumer preference in your community?
- Have you set up a model stock assortment to follow in your buying?
- Have you worked out any stock control plans to avoid overstocks, understocks, out-of-stocks?.....

Your Source of Supply:

- Have you made arrangements with wholesalers? For each line of goods?
- Have you decided what merchandise you will buy from manufacturers, if any?

- Are there any lines of goods which you can get the privilege of handling exclusively? What are the franchise arrangements?
- Have you considered affiliating with a voluntary or cooperative group?
- Have you planned to make your account more valuable by concentrating your buying?

Selecting Your Help:

- What is the method of paying employees in the community?
- What is the prevailing wage scale? What do you plan to pay?
- Do you want to hire men, women, part-time, experienced, or inexperienced people?
- Are satisfactory employees available locally?
- Would it be advantageous or disadvantageous to hire someone now employed by a competitor?.....
- What skills are necessary?
- Will employees supply skills you lack?

Your Accounting Records:

- Have you planned a bookkeeping system?
- What additional records are necessary?
- Do you have a cash register? Adding machine? Other recording devices?
- Do you need any special forms or records? Can they be bought from stock? Must they be printed?
- Are you going to keep the records yourself? Hire a bookkeeper? Have an outsider come in periodically?

Store Policies:

- Have you decided your service policy?
- Are you going to deliver?
- Are you going to sell for credit?

- Are you going to operate on a self-service basis?
- Do most of the other stores in the community offer full services or do they operate on a cash-carry or limited service basis?
- Is your best opportunity to offer more services or to make an economy appeal?
- What will be your returned goods policy?
- Do you have the additional capital necessary to carry accounts receivable or to buy delivery equipment?
- Have you considered store policy in selecting lines?
- What lines do competitors carry?
- What lines are lacking which customers would buy?
- Do you have the capital and space to carry all the lines carried by competitors?
- Do you have the capital and space to carry any lines not carried by competitors?
- Have you considered the profit possibilities of the various lines?
- Do you have the knowledge and experience necessary to handle the various lines?
- Have you decided on your price policies?
- Are you going to make a price appeal?
- What price appeal do competitors use?
- Are you going to compete on price, or quality, or on service?
- What price ranges would best appeal to most of the people in the community?
- Have you decided on your store hours?
- What hours do competitors remain open?
- Would you attract trade by opening earlier? Remaining open later? Being open on Sundays or holidays?

- Will you have the personnel to be open on these hours or days?
- Have you decided on your promotion policy?
- Are you going to do outside selling?
- Are you going to advertise in the newspaper?
- Are you going to rely on display windows to attract trade?
- Are you going to do direct-mail advertising?
- Are you going to use handbills?
- Are you going to use radio advertising?

Your Financial Arrangements:

- Have you made an estimate of the capital you will need?
- How much will you invest in merchandise inventory?
- How much will you invest in equipment?
- How much will you invest in fixtures?
- How much will you need to modernize?
- How much will you need to pay operating expenses (rent, salaries, supplies, light, etc.) for 2 months?
- How long will it be before the business will start making profits?
- Have you funds to pay the operating expenses until the business pays its way?
- Have you funds for personal living expenses during the period the business is getting started?
- Have you figured out where, if it is needed, you can get additional capital?
- Is there any reserve available for unexpected needs?

Estimate of Sales and Profits:

- What are the sales you can reasonably plan to make the first month?

- What are the sales you can reasonably plan to make the first 6 months?
- What are the sales you can reasonably plan to make the first year?
- What is the gross profit you can make on this volume of business?
- What expenses can be forecast as being necessary?
- Is your own salary included in these expenses?
- Is the net profit and salary adequate?

IV. POINTS TO CHECK WHEN GETTING READY FOR THE OPENING

Opening right is important. The points listed here may remind you of some details which are easy to forget. But don't think this list is complete. It omits more than it includes, but it should be useful in giving you a start. Maybe you will want to add to it yourself from time to time before opening day so no details will be overlooked.

Has Stock Arrangement Been Planned?

- Have you received the stock ordered?
- Has a place for all of it been planned for?
- Has stock to feature in the windows been selected?
- What goods are going to be given preferred display position in the store?
- Are necessary display fixtures on hand?

Have You Arranged for Necessary Insurance?

- Has fire insurance been purchased? Windstorm? Flood? Cyclone?
- Has insurance protecting against damage suits and public liability claims been purchased?
- Has workmen's compensation insurance been provided?

- Has burglary and hold-up insurance been considered?
- What other hazards should be insured against?

Have You Complied With Regulations and Other Legal Matters?

- Is a license to do business necessary? State? City?
- Is a license necessary to handle special commodities?
- Have you checked the police and health regulations as they apply to your business?
- Have you obtained a social security number?
- Have you worked out a system for paying the withholding tax for your employees?
- Have you worked out a system for handling sales taxes? Excise taxes?

Are the Accounting and Sales Forms Ready?

- Have you a supply of sales tickets?
- Have employees been told how to make out sales tickets?
- Do they know how to handle cash sales?
- Do they know how to handle charge sales?
- Are forms ready for handling returned goods? Cash refunds?
- Have you a system for recording sales to the owner? To his family?

Have You Made Your Promotion Plans?

- Has the opening advertising been prepared?
- For the newspapers?
- For the handbills?
- For the direct mail advertising?
- Have inducements to customers who come in the first day been planned? Flowers? Merchandise supplies? Free goods?
- Is there enough merchandise on hand for the first day's business?

Have attractive leaders been selected? Are there
 enough of these leaders on hand? _____
 Have you arranged for your store signs? Over
 the entrance? On the windows? _____
 Is your display window dressed? _____

Have the Minor Details Been Thought Of?

Have wrapping paper, string, gummed tape been
 provided? _____
 Have the meter deposits been made? _____
 Has the telephone been installed? _____

Now that you have answered all these questions frankly, you can proceed to explore the field. You might as well learn all the disadvantages as well as the advantages, so they won't discourage you if you should happen to meet them.

CONSULT YOUR LOCAL BANKER

He is in business to make money, and the only way he can make money is to have customers like you who will run prosperous business enterprises in his community. Therefore, the banker in the locality where you want to enter business is your friend and your best advisor. He has the key to many of the secrets to success in business. He is skilled in the matter of how to finance a business. Your banker can tell you how much it would be safe for you to invest, whether the location you select is the best for you or not; he can know whether you are taking too great a risk from existing competition or other conditions in that community, and he can keep you from burdening yourself with loans too big for your business to carry. If he discourages you from entering a certain type of business or locality, or from making too large an investment, it is your best bet to listen to him and take his advice.

Don't be hesitant to ask for suggestions from your banker—he will be only too glad to assist you with sound advice. After you go into business, keep in touch with him, let him know how you are getting

along, and every now and then ask him for some further pointers. A spirit of cooperation between you and the bank will be of much help and encouragement.

GOOD FRIENDS MIGHT BE BAD ADVISERS

Your dear friends and family are anxious for you to make good. But do they have the experience with which to give you good advice? They might suggest localities and types of businesses which they think are fine—but these suggestions may not be suited to your abilities, they may be just the wrong things for you. Thus, while you like to confide in your friends and relatives, don't be misled by their kindness unless they have the experience in back of them to be sound in their advice.

IMITATE A SUCCESSFUL COMPETITOR

No matter how marvelous your original ideas are, there is always someone else who has good ideas too—and it is a good plan to look around and see who has succeeded at the same kind of business in which you are interested. You may be offered a lot of free advice from people who failed in business—but why listen to them? If they couldn't succeed themselves, how sure are you they can offer success advice? Of course you might benefit by their mistakes and avoid making the same ones.

One of the secrets of success is to study those people who have succeeded in the same line of business you want to undertake—what type of stores or factories or offices did they set up? What particular method did they use? What merchandise did they offer and how was it handled? The old adage that "nothing succeeds like success" should lead you to find out why they were successful. So if you ask advice of a businessman, be sure he is the one who made good—not the one who failed.

IF YOU TAKE IN A PARTNER

Are you sure you know this person extremely well? A business partnership is as important as a marriage, and both parties must be suited for a life-long companionship. Your prospective partner might be an old friend, yet not have the temperament for the business in which you are starting, nor have sufficient experience or knowledge for it. Or your partner may be a relative with whom you get along very well, yet he may not have what is needed for business success.

Just because you like someone is no reason that a good and successful business partnership will develop. Or just because someone has good experience and necessary capital for a business, it does not mean it will be a good partnership, unless you are both temperamentally suited to each other. There has to be a complete understanding right from the start, there must be enough assurance that your temperaments, experience and financial arrangements are well-matched. You must make doubly sure of all this before you begin.

A clever business secret to success is realizing that a good partner is like being married to a good mate—but an unwise and hasty choice of one may not result so good. Think it over well before you decide on a solo venture in business, or on a partnership.

ACCOUNTANTS ARE HELPFUL ASSETS

It may seem an expense to hire an accountant in a small business at first—but it is still a good idea to get the advice of one before you start. There are so many tax regulations, not only federal, but also state and local, which might put a great burden on your business. Therefore, it is much better to know beforehand about taxes and other regulations in force in your community. If your business is not large enough to have a bookkeeper, speak to an accountant, get his advice, and call him in every once in a while so he can assist you in keeping your records straight. Many a small businessman has no real idea of how successful his profits are, until he has them recorded properly. With these records, he will have a step-by-step picture of how to go ahead or when to retrench.

An accountant can also advise about the insurance necessary to carry, or about bonding of employees if you hire people. It is always well to get these sound bits of advice on the "plus" things in a business, which have nothing to do with the buying, selling or making of the actual merchandise.

FRIENDLY COMPETITORS

You realize that there are other people engaged in the same line of business that you are, and that they are as anxious to succeed as you are, but that is no reason for you to be too cagey or unfriendly. Naturally you have to be on your guard all the time in order to find out ways and means of giving better service and products, so you can meet them in competition and get your fair share of the business and profits. Yet, you might learn much from your competitors, especially the successful ones. Here are some secrets of business success to prove helpful:

If you live in a community where there are trade associations, be sure to join them. It may take a little time off your business, it may take a little money for dues and incidental expenses, but it will be worth it. By maintaining a friendly and cooperative community spirit, particularly with other businessmen, you will learn how to use new methods and how to avoid bad ones.

A businessman is appreciated by his community if he takes an active part in its civic life, and there is no better way than to join in with other businessmen (even his competitors) in a friendly spirit.

ADVANTAGES ARE YOURS FOR THE ASKING

When you enter a certain business, don't think that all you need do is buy merchandise or make it, then open the doors and customers will flock in. There is more to business success than just that—you must learn how to bring your product to the attention of consumers, so that they will prefer yours to the other fellow's. You must keep on learning, continuously, the newest and best way to conduct your particular kind of business.

The United States Department of Commerce, in Washington, D. C., issues booklets and pamphlets about businesses, and it will benefit you to write them for literature on the particular kind of business in which you are interested.

The Department of Commerce of your own state also issues printed matter relating to various types of businesses, and if you write to your state capital explaining your needs, you will receive literature which will be of assistance to you.

In most cities, large or small, there is a local Chamber of Commerce to help you out; in fact, you might get even more information and assistance than you expect, because the Chamber of Commerce knows the local problems and the local needs—it exists for you, the businessman who is bound for success.

Another excellent source is the Better Business Bureau, which has branches scattered in key cities throughout the country. If you do not live near one, you can get information from their national office in New York City.

No matter how much ability and knowledge you have concerning your particular business venture, it is the wisest procedure to keep in touch with these various sources for new printed information so you can be up-to-date and always ready to grasp the new methods and opportunities which arise in your particular field. These sources of information contain many secrets to success, they are in close touch with businessmen all over the country, and know what general, as well as specific, conditions exist in various fields of business. Take advantage of them!

BEWARE OF "OPPORTUNITY" SCHEMES

The minute you express the fact that you are going into business, there will be all sorts of people ready to give you all sorts of "opportunities" which you would do well to investigate first. Or, if you decide to consult the local newspapers to see the "opportunities offered" in business, be very, very careful about such advertisements. Some offers might be perfectly fine and above-board, but do not avail yourself of such "opportunities" unless you first conduct a thorough search into them.

It is sad, but true, that too many people who are looking for businesses are placed on "sucker lists" and are besieged by schemes which sound glamorous at first, yet might end in complete failure. But here are the most successful secrets:

Don't be afraid of hurting anyone's feelings by saying you must first investigate—if a business is worth your time and investment, it is worth strict investigation. When the person who offers you a business venture refuses to let you find out all about it first, then it is time for you to look elsewhere.

Don't let anyone rush you into a business deal. Get all the facts in writing, get all agreements in writing, then take them to a lawyer, accountant or banker and have him look the deal over before you sign any papers. While courage and enthusiasm are wonderful business assets, there is no sense in being reckless, and a good deal of caution before signing papers is an excellent method to follow. If you have any doubts about a proposition, you could call or write the nearest Better Business Bureau office, and they will give you sound advice.

Here are some of the popular "swindling" methods which have been used in the past by unscrupulous people. These are listed, so you can see what to avoid:

Partner Wanted Advertisements—Don't rush into this. You are responsible for all debts your partner might incur in the business. A good partner might be obtained through an advertisement—but before you make any definite contracts, the man, as well as his proposition, must be thoroughly investigated.

Business Brokers—Don't put your faith in any broker unless his reputation is a sound one. Many brokers are honest men who do a fine job; but many are irresponsible people who are only after their fees. Investigate every proposition thoroughly, and don't just take the business broker's word for it. Do not sign any exclusive agreement with a business broker unless your lawyer approves of it.

Fee For Listing—Don't pay anybody a fee for listing your business in any directory, unless you have investigated and made sure that it is an honest directory and that it will be to your advantage to be listed in it. Often some fake business broker will tell you there is a charge for listing your name. Make sure it's for something that has a value to you and your business.

Fees In Advance—Don't pay any fees in advance to a broker who says he will arrange a loan for you. Your banker or lawyer should be consulted before you pay out one cent to anybody.

Cash Bonds—Don't give anyone cash as a bond. Many swindlers ask people to deposit cash bonds when filling out applications. Your lawyer should be consulted first.

Buy-back Contracts—Don't put too much faith in these, unless your lawyer or accountant or banker sees the contract first. Once you sign a contract, you have bound yourself, and the "buy back" clause may not be as good as it sounds.

Private Loan Sharks—Don't be enticed into borrowing money from one of these "sharks" at great rates of interest. There is a definite legal rate of interest, and before you sign any loan papers you *must* ask your banker or lawyer.

Exclusive Territory Rights—Don't take the word of anyone that you can have exclusive agency or selling rights for a certain territory. This must be in written agreement, and such a contract should be thoroughly approved by a lawyer. Too often an exclusive territory right proves false, when it is found out that a firm has sold rights to other people in the same territory. Also be sure that the product will have a ready market in that territory, because not every product can sell in every market.

Inventions or Patents—Don't plunge your money into anything which is "get rich quick" or about which you haven't made thorough investigation. First have the matter thoroughly looked into by a lawyer, then have a banker advise you on the financial practicality of it. As a general rule, inventions and patents are risky things for the new businessman, and need strict investigation.

Home Work—Don't buy any equipment with which to manufacture things at home, just because the advertisement sounds promising. Most of the time the man who sells you the home-working equipment makes a tremendous profit on it, then you have to worry about how to sell what you make. It is very hard for anyone making things at home to compete with factories who turn out the same product in

large quantity. So don't fall for the stories that you can make a fortune. Send no money for home-working machinery of any sort, unless you first investigate and know it is safe.

Farm Lands — Don't buy a farm in a distant place just because it looks prosperous on paper. If it is too far for you to see for yourself, write to the Department of Agriculture of that state, in order to find out the quality of the land and all other necessary facts.

Fur Breeding Farms — Don't be lured by the glorious tales they tell of the loads of money you can make with fur-bearing animals. Be sure you get first-hand information from the Department of Agriculture, or Chamber of Commerce, or Better Business Bureau, before you agree to any such proposition. It may be an excellent idea, but you must be sure that it is an honest proposition and you can afford it.

Of course, this does not mean that everyone who comes to you with a business proposition is a fake. On the contrary, there are honest people who have honest business propositions, who have profited by knowing the secrets to success in business. But it is to save you from the few dishonest people that these words of warning are sounded. If you are serious about going into business, and serious about making a success of it, you might as well take a little more time at first to be certain that everything is absolutely on the square, and that you will not run into any legal entanglements later on or any undue loss of time or money just because you didn't investigate first. It is surprising how, the minute you let anyone know you are interested in going into your own business, propositions will be given to you — some good and some bad — some honest and some dishonest — so it is up to you to be more cautious than the other fellow, get right down to the foundation of each offer and see if it will stand up under a strong investigation. Don't be afraid of hurting the other person's feelings — and don't let false pride stand in your way — it is much better to STOP AND LOOK AND LISTEN AND INVESTIGATE before you invest one penny or one hour of your time and skill. This is a secret to success in business which you must not overlook — it is of utmost importance to you!

BUSINESS HAS ITS BRIGHT SIDE—AND ITS DARK

If you make up your mind you'll stay on the "sunny side" of the street that leads to business success, and do all in your power to avoid the dark side, you will find much personal happiness. Every now and then you may have to take some of the bumps and set-backs, but if you'll keep your nerves steady and your vitality up to, par you'll find that it won't be hard to bounce back and come out on top again!

Take stock of all the *advantages* of being on your own. Whether you start out as the boss of your own retail store, repair or service shop, or little manufacturing plant, you will have the great satisfaction of knowing that it is your own "baby" and that you will have the pleasure of watching it grow. However, you know that it won't grow unless you watch it continuously and give it your best effort. When the rewards of success come in, it will be a personal triumph and you will know that *you* did it. As the business grows and you have to get other people into it, you will always be the *head man* and will gain in self-confidence and courage as your business develops.

You won't have to be scared to think up new ideas or put them into motion, because it will not be necessary for you to ask and get permission from a superior. And if the idea is not workable, you will be able to discard it right away without waiting for the O.K. from someone else to get rid of it.

When you have your own business you can't be fired by someone else. You will always have a permanent job and it can become more and more important if you give it your thought and attention. In fact, it can be kept right in the family, if there is a relative who wants to carry it on with you. After all, when you have a job with someone else, you can't always share it or pass it on to a member of your family; but with your own successful business, that is not only possible, but in some cases very desirable.

You may have to wait some time for financial returns to come in. But if you have patience and realize that such returns don't start the first day or week or perhaps first month that you're in business, you will be rewarded later by knowing that whatever you do earn is *yours* and that you have been successful in turning to profit something

which is the direct result of your own brain and effort. You will know you have learned the secret to success in business!

Your application to your own business will meet its reward in better results; you must not expect a business to grow unless it is constantly tended, and you cannot expect a business to reap profits unless you are always on the alert for a new idea and know when to take advantage of a new opportunity to expand. Opportunity may knock at your door — but it will not turn the knob and let itself in. You'll have to be listening for opportunity's knock; you'll have to keep yourself posted on the good things and the pitfalls in your particular business so you can know whether to open the door all the way or whether to proceed with caution.

If you do make a wrong move sometime, don't be too quick to blame it on someone else. Maybe you didn't use such good judgment this time — so you'll benefit by the error and use better judgment next time. You can't "hit the jackpot" each time — but if you stick to the business and keep your eyes and ears open, you'll meet with the measure of success which is due such wise methods. A great secret to business success is in knowing how to overcome a mistake and not make it again.

Of course you must remember that if your business grows large enough for you to hire other people, you have a sense of responsibility toward them, too. And when you make necessary business loans or advance purchases, you also have a serious sense of responsibility toward your creditors. In your own business that is one of the loads which might, sometime, become heavy — but you can keep in step with these responsibilities if you run your business with a good, steady hand.

Also, you may have to put up with demands of your customers — but you must be tactful at all times, and remember that if you have no customers, you won't have a business. So if you want to keep your business, you must see that the saying, "the customer is always right" will be put into force — even when you know the customer might be wrong. There is no asset so worth while to a business as a long list of satisfied customers. You'll have to keep that in mind at all times — one satisfied customer is the best stock you can have in your business. Treat each customer in the same courteous manner you would treat

a guest in your own home — and he or she will be glad to come back again, and tell other people how well you treat him. This is really the best form of advertising. This is an important secret to success in business, even though at first it seems like such a small matter.

In your own business you may often have to put in long hours, there may be times when you will have to forego holidays or vacation trips. But the more you put into your business the greater financial reward and the greater personal satisfaction.

With all the dark spots, actually business has a good "sunny side" on which you can stay. The pride of ownership will be worth it. Knowing that you are your own boss, knowing that whatever is earned is the result of your own brain and effort, will give you so much pleasure in return that you will feel it is worth while.

WHAT ARE THE CHANCES FOR SUCCESS?

They are good — provided you bring to your business a sufficient amount of experience and knowledge that it needs, the foresight to give a new idea clear thought, the courage to withstand disappointments, the vitality to work hard, and the tact to get along with people of all sorts. No use denying there is an element of chance in business, just as there is an element of chance in every phase of your life. But if you follow the secrets to success, if your approach to your own business is an intelligent one and you're willing to give it a sporting chance, you needn't be afraid.