

7 STEPS TO FREEDOM

How to Escape the American Rat Race

by
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TABLE OF CONTENTS

Book I. Introduction	1
Chapter 1. Foreward	1
Chapter 2. The 21 myths that will keep you from becoming a financial success	2
Chapter 3. Theories, Proverbs and Definitions	5
Book II. The 7 Steps	7
Chapter 1. Step 1 — Create self-confidence	7
Chapter 2. Step 2 — Assemble a plan & a system	12
Section A. Incorporation, Company Name and Image Creation	12
Section B. Objectives & Goals	13
Section C. The System	14
Section D. Organization	48
minimal size	
small size	
large size	
Chapter 3. Step 3 — Producing a profitable market, message, media system	51
Section A. Producing a profitable market	51
How to select a product	
5 common mistakes to avoid in selecting your first product	
The art of selling books by mail	
Selecting a title that will sell	
Making a walking horse run — old title reprints	
How trade organizations can help your business	
PCA's Products	
Section B. Message	64
How to write promotions — Old Masters	
Victor Schwab	
Elmer Wheeler	
Edward N. Mayer, Jr.	
Robert Collier	
Maxwell Sackheim	
Claude Hopkins	
Gary Halbert	
D.M.M.A.	
Ben Suarez Method	
Winning ads	
Section C. How to choose an effective medium for your market and message	127
Space advertising	
Newspapers	
Sunday supplements, tabloids & comics	
Magazines	
Direct mail	
Broadcast media — television & radio	
Telephone	
Section D. How to Test and Analyze Results	131
Testing your market, media, message	
How to project response	
Multiple drop	
Calculating break even	
Calculating profit potential	
Estimating risk	
Net profit formula	
Chapter 4. Step 4 — Secure a functioning management, money, men, machine material subsystem	140
Section A. Management	140
Section B. Men	140
Section C. Money	140
Section D. Machines	140
Section E. Materials	141
Section F. Subcontracting philosophy	141
Chapter 5. Step 5 — Start doing something	142
Section A. Project system	142
Section B. Status system	143

Chapter 6	Step 6 — Evolve	152
	Fixed Overhead	
Chapter 7	Step 7 — Persistence	155
Book III	Support Knowledge	161
Chapter 1	The Seven Thieves	161
	The news media	
	The government — which includes regulatory agencies and tax agencies	
	Criminals	
	Professionals and consultants	
	Fixed overhead	
	Businesses who sell to other businesses	
	Investment brokers	
Chapter 2	Legal	168
Section A	How to select a good law firm	168
Section B	Why do you need a lawyer	168
Section C	Recognizing lawyer's limitations	168
Section D	Sample contracts used in the mail order business	169
Chapter 3	Public relations	173
Section A	Dealing with customers	173
Section B	Dealing with government agencies	174
Chapter 4	Negotiating	189
Chapter 5	Production of printed, audio and visual materials	192
Section A	Communication through print	192
	Typeface and design	
	Phototypesetting	
	Paste-up: the ad composition	
	Ready for reproduction	
	Preparing for newspapers	
	Mass reproduction	
	Photo conversion and montage	
	Platemaking and offset printing	
	Ink jet imaging	
	Computer letters	
Section B	Using television	195
	Choosing an agency	
	The message itself	
	Structure of the commercial	
	Commercial standards	
Section C	Radio production	196
Chapter 6	Money	197
Chapter 7	Rental lists	238
Chapter 8	Physical fitness	239
Book IV	Memoirs	244
Book V	Summary	267
	Re-emphasis on certain key points	267
	Checklist for constructing a successful NPGS	270
	Basic Guidelines of a Successful Business	273
	List of Suppliers	274
	List of Forms	275
	List of Figures	276
	Bibliography	277

Book I. INTRODUCTION

CHAPTER 1. FOREWORD

Welcome to a new world!

Welcome to a world where you control the most important commodity in your life — your time. Welcome to a world where you alone control your destiny. Welcome to a world where you decide how you live your life. Welcome to a world where you decide how much money you will make. Welcome to the blue sky freedom of the mountain top of life, the world of the independent entrepreneur.

You hold in your hand the most complete and effective tool ever devised to reach independent wealth with the least amount of time and money.

The book was not written by an ivory-towered, arm chair theorist from a university who never experienced or made a dime in the real world. It is not written by some idealistic descendent of rich parents who never had to earn a buck in his life. It is not written by an "expert" from a large corporation who has all the time or money (not his own) in the world at his disposal and will show you how to make a meager percentage of profit if you invest a million dollars, go through tons of unnecessary detail and then wait five years (a halfway intelligent chimpanzee could do that).

Given enough time and money, anyone can make money. To make a lot of money in a short period of time starting with virtually no money, now, there's a trick worthy of some eyebrow raising attention. Add to this that you will start this money making venture with no prior experience and no outside help and you have what this book is all about.

The book you hold was written by a person who actually did make a lot of money in a short period of time with no starting money, experience or help. Most get rich stories are mere spin-offs of a former business venture or occupation. Or, someone was in the right place at the right time. Or, their family already had a great deal of money and connections to begin with.

My system is geared to the working man who is in the same position I was: living from pay to pay, no savings or assets, working an 8-hour a day job for a big company, no experience, no rich relatives — nothing.

My system is tried, tested and proven in real life. And it passed the "fluke test". In many successful get rich ventures the person who got rich did it by accident and really never knew why it happened. But, these one-book authors think they do know why it happened and write a book. Then the readers of the book try the system and it fails.

My system has worked 15 times in the last three years. Not only that, I taught a crude form of my system to two relatives who were just kids in college. It has worked for them 5 times in the last 3 years.

Here are the high points of the system:

- The system requires a minimum of time and money to start.
- You don't need special experience or skills to do it.
- You don't need to buy or rent buildings, buy or rent equipment and you don't have to hire people if you don't want to.

- You can do it anywhere — in your house, while you travel or at a favorite vacation spot or retreat.
- With the system you can earn \$10,000 to \$500,000 in a matter of months and even within two days depending on which system you assemble.
- The money you make is all earned income which is subject to one of the lowest tax bites.

Now, here are a few things you should know about how to use this book which describes my system:

- Start off by paging through the entire book and glancing through each page.
- Do not be concerned if it looks complicated at first. I can assure you that it is not. In the end it boils down to a very simple set of step-by-step instructions.
- Be aware that this book contains millions of dollars' worth of knowledge that was acquired by making mistakes which cost millions of dollars and a lot of blood and sweat. Stick to the instructions provided. They are valid and tested.
- Do not attempt this system if you do not possess common sense or if your emotions override your common sense. Do not attempt this system if you are not the type of person who can adhere to the critical rules of being persistent — and initiating a project and following it through. It will end in disaster.
- Be aware that you are going to have to change your thinking about many fallacies that were hammered into your head all your life.

If you do possess the tools to carry this system through, you will enter a new world and a new existence. Your personality, outlook on life, confidence, stature with family and friends and even your body chemistry will change for the better. You will begin to enjoy life as it was meant to be enjoyed. For the first time in your life you will have clean cut objectives and goals that make sense.

This book provides the information you will need to initiate and conduct an enterprise of your own. The functions and steps outlined here can be applied to any size business — from a one-man operation all the way up to a large organization of approximately 50 - 70 people. You alone can make the decision of which size is best for you. At the present time, my own organization is of moderate size with about 15 full-time people. At one time, I employed over 50 people; but realizing that this is not what I want, the operation was scaled down. Your choice will be dependent upon your personal goals and objectives. But whatever it is, you can succeed by following the 7 steps and utilizing the information presented in this book.

To reach this utopia I have promised, let's get started.

CHAPTER 2.

THE 21 MYTHS THAT WILL KEEP YOU FROM BECOMING A FINANCIAL SUCCESS.

1. Myth: You can no longer start a business in the United States. The big established companies that were started when the country was young are too powerful to compete with.

Fact: Nothing could be further from the truth. Thousands of successful new businesses start each year. And, many of these companies get as big as the existing giants in a relatively short period of time.

The Franklin Mint, a small mail order company, within ten years of its inception was in Fortune's top 500 companies in the U.S.

Big companies are the easiest to compete with. The founders, the ones with all the drive and ingenuity are usually long gone. These large companies become corporate bureaucracies run by misdirected, unmotivated people who work to only a fraction of their potential. There is duplication of effort, lack of communication and jobs are segmented into such small portions that there are few people with enough total knowledge of the operation to know what makes the company tick. The result is a slow moving, inefficient, unimaginative operation.

You will relish the thought of competing with a big company. However, in many cases you won't have to even worry about competition. There are so many unique new markets springing up each year that you will usually find yourself all alone in the field.

2. Myth: I don't have a product to sell.

Fact: You don't have to *have* a product. You can *get* products easily. Products are a dime a dozen.

Getting the product first is the fatal error made by almost every beginning entrepreneur. **DO NOT DEVELOP A PRODUCT FIRST. FIND A MARKET FIRST.** Finding the market requires the most skill. Once you know what people want and have the right media and message to reach them, the rest is relatively easy. Tying together these 3 elements — market, media and message — is really the guts of the N.P.G.S. Net Profit Generator System. You'll get a clear picture as I explain each step in detail in later chapters.

3. Myth: I don't have any experience in anything.

Fact: Nobody had any experience in what they're doing until they started doing it. Once you actually start doing something you learn very quickly. It's the fastest, most efficient way to learn. The book you are now reading will give you more business experience than is possessed by 99% of the population.

4. Myth: Another breed of people are the only ones who can do big things.

Fact: The only difference between you and the guy doing the big things is that he just thought he could and he started doing them.

Most people get "psyched out" from birth that they are "common" people who cannot do big things. However, ask yourself this. Do you have ingenuity when it comes to dealing with problems on your present job or in your home? Do you do a small or medium sized job well and see the job through to the end? Then you could do the big jobs as well — the talent required is the same.

To illustrate further, let's use this example. Say a person is a good poker player, but he only plays in penny ante games. The "psyched-out" person will say, "Yes I win in these games played for pennies, but, I could never win in high stakes games." To that statement there is this old saying, "Whatever amount of money you're playing for, the cards don't know the difference." That's the way it is in life. If you're going to play the game you might as well play for big stakes.

Only a small handful of people rate the title of "another breed", such as an Albert Einstein or a Sir Isaac Newton. These people are one in a billion. An entire civilization may only produce four or five such people in a hundred years. The rest of the population are merely users, administrators, and improvers of the innovations of these true geniuses. If you have been competent doing little things, there are probably few big jobs that you couldn't handle.

As a business owner I deal with high level people in every field. You would be appalled at the high percentage of incompetency in high places. These people are "another breed" — a low breed.

5. Myth: I must be shown how to do things by experts from institutions.

Fact: Most so-called experts are working for institutions because they really can't do the thing they're supposed to be an expert at in real life. Learning through institutional courses is sometimes necessary, but you learn 100 times quicker when actually doing something. Not only do you learn, you understand. There is a big difference. Some book learning is required. However, the library is full of good books and reading is five times more efficient than lectures as far as retaining material. Like the ancient Chinese proverb that says, "I hear . . . and I forget. I do . . . and I understand."

6. Myth: Money isn't important.

Fact: Yes, it is. Money is the form in which people exchange the fruits of their labor with the fruits of your labor. Now, that's important. If you make a great deal of money, you may then acquire a great deal of the fruits of labor of your fellow man. Therefore, what you did as far as your labor is concerned must've been very worthwhile.

It's true, you must have other things in life besides money to be happy. But, the fact is that money is a vital and critical cog in your life. Money doesn't forget and is not subject to whims and changes of moods. It's the best form of payment for your labor as opposed to a pat on the back or a person's high opinion of you. Money brings you two of the most important things in life — time and independence.

7. Myth: You can sell anything by mail.

Fact: 69,999 people each year are shocked at the magnitude of this fallacy. That's the number of people who try to start a mail order business each year. Out of the 70,000 who try, only one person is successful. Selling by mail is the most difficult form of selling. You are asking a customer to send money through the mail for a product he hasn't seen to a company he probably doesn't know. He must decide whether he wants the product, he must fill out an order form, he must write a check, he must address an envelope and stamp it and he must carry it to his mailbox. You have to want something pretty badly to go through all that.

Mail order advertising is the only form of advertising that is directly measured. An ad is either successful or it is not, and there's nothing to hide behind and no way to camouflage it if it isn't. As in all other endeavors, there are people who do get lucky. However, the grim fact of probability is this: the odds of an amateur producing a successful mail order promotion are infinitesimal. There are only a handful of people in the country with the skill and knowledge to write successful direct mail promotions. Most of the direct mail promotions you see in publications do not make money. They are either new tests or a person is buying a name. This book will show you how to knock the odds of one in 70,000 to only one in 7 and lower. Don't worry about the six losers. There is a way to keep the cost very minimal for producing an ad that does not work. Believe me, the one winner in 7 makes the time and money spent on the other six losers insignificant.

8. Myth: A businessman is in the low order of talent and importance in society.

Fact: A businessman must bring diverse elements such as people, machines, money and markets into an operational entity. He must be able to spot potential. He must be able to see relationships between supposedly unrelated variables. He must be an innovator, organizer, negotiator, motivator, and most of all, a salesman. Whereas, an artist or a technician, for instance, needs only to concentrate and be good at one thing.

Business is the start of everything. It is the backbone of society and civilization. Without business there is no government, no schools, no arts, no jobs, no money, no goods, no services.

9. Myth: Selling is easy and not that important.

Fact: Nothing starts in business until a sale is made. Selling is a difficult task requiring a great deal of skill, knowledge and guts. Selling is looked down upon by the public as annoying. The average person who works for a business is unaware that if selling did not take place in his company, he would not have a job or food on the table. The sales and marketing entities of the company are always the first to be attacked by politicians, bureaucrats and the media. They are unaware they are attacking a very fragile and critical life support system of the economy. The failure of this system would bring on disastrous consequences beyond the farthest stretch of the imagination for all of us.

Selling is such a difficult and unpleasant task that the business world places the highest premium on this service. In most cases over 50% of the price you pay for a product goes towards the service of selling it. Sales resistance of the buying public is so strong that it is impossible to verbalize. You would have to experience it to understand it.

10. Myth: People who just put up the money for an enterprise don't deserve much of a cut of the profit.

Fact: It's rude awakening time again. Money is everything. People who have money to put up for a venture are rare. People who have money and are willing to risk it on a venture are even rarer. People with ideas who are willing to work but are not willing to take a risk are a dime a dozen, and that's on their good days.

Rule of thumb has it that money is usually worth 50% of the profit, depending on the risk, and in many cases it's much higher. Risk is the key word here. There are few people who are

willing to risk money they have already made and taxes on. In the business world, the greater the potential gain, the greater the risk. Therefore, society rewards those who take the biggest risks with the biggest share of the rewards. This is one of the hardest facts of life a new businessman has to learn. Venture capital is so rare it's almost non-existent. Forget banks and standard lending institutions. Forget the government. In fact, I don't know where you would go to borrow money to start a business the standard way. However, there are some unorthodox ways to go about it which I had to engineer for myself. I will explain these methods in this book.

11. Myth: Artistic or technical talent is rare and super expensive.

Fact: This is one of the costliest myths for the new entrepreneur. Artistic and technical talent is quite abundant. Now there are many good artists and technicians and they are rare relative to the general public. However, with respect to the demand for their services in the business world, in many cases there are an abundance of applicants for a required artistic or technical service.

A neophyte businessman usually seeks out just one technician or artist and stops there. The technician or artist sensing the businessman's naiveness will then lead the businessman to believe that he is the only one capable of performing this service, or that his talent is rare. The businessman usually ends up paying an exorbitant price for this service or giving up part of his company unaware that if he put up the services for bid through the proper channels that he would have more applicants than he could shake a stick at.

12. Myth: Money must be made slowly.

Fact: I don't know who concocted that line of nonsense. There is nothing immoral about making money quickly. There are no laws stating how fast you can make money. Not only can money be made very quickly, but that's the only way to make it. Money is useless if you're too old to enjoy it or spend it. It is true that the way you're taught to make money in most fields of education, that's the way you'll make it—slowly.

If you look away from the standard nonsense that you have been taught, you will find many men making money very quickly and not by luck, but by plan. I stand as living proof that it can be done.

13. Myth: If you weren't born rich, you'll never be rich.

Fact: The only thing keeping you from becoming rich is that attitude.

14. Myth: The government, media and other institutions are looking out for my welfare.

Fact: The foremost thing in the minds of government, media and institutional employees is their own employment and advancement. The only person who cares about you is *you*. Although these institutions come under the guise of public protectors, the only time concern for your welfare will be shown is if they stand to benefit in some way. It's not that they're bad people, it's just that they're people, and that's the way people are.

15. Myth: You will be successful by going to school, working for a big established organization and having talent and working hard.

Fact: Most people don't see the fallacy in this statement until it's too late. Now some people do not wish to be an

entrepreneur, and that is fine. Everybody can't. We need a labor force and labor is important. But for those who do wish to be an entrepreneur, you should know this: School prepares you to work for somebody else. School prepares you to be a follower. School prepares you to be part of a large organization. When you work for somebody else, unless you're a salesman, you are a cost to be kept down. Rather than how good you are, you will be graded on how mediocre you are. Large organizations do not tolerate incompetence, of course, but they also do not tolerate super competence. In a large organization you will be given a small segment of the total job to be done. Your job will then be backed up several times by other people. A combination of these two things make you expendable. Many times there will be restrictions put on how far you can advance by such silly criteria as education. Advancement will come if you pick the right coattail to ride and if you've been a good rear-end kisser and if you haven't shown anybody up too bad, and if you belong to the right churches, lodges, etc., etc. The amount of money you will be paid will keep you a constant dependent. Bad people these guys who run these big organizations? Not really. Again, they are just people. And the fact is, that's the only way a big organization can be run.

16. Myth: People are basically bad, or people are basically good.

Fact: They are neither. One more time, people are people. It depends on which level of their existence you catch them in whether they are good or bad. I don't recall where the old study originated on the different levels of man starting with survival and ending with being wealthy and comfortably secure, but I can tell you that that study is a true fact of life. People get ugly when they're trying to survive, and they are most humane when they themselves are wealthy and secure. The old saying is true, "first you get rich and then you get holy". If you exclude the survival stage, I would have to say as a businessman that the intentions of people are basically good. However, to reach an end they rationalize the means through the system which I call "righteous rationalization" which we will get into later. In their mind they were right when they screwed you and they'll make it up to you later, or they've rationalized they haven't screwed you at all. This is an important point for a new businessman. Believing either extreme that either people are all bad or people are all good has disastrous consequences.

17. Myth: Making a profit is sinful.

Fact: Contrary to popular belief, this is the land of free enterprise based on anyone's right to make a profit at any business venture he desires. The profit incentive is the foundation of the free enterprise system laid by our founding fathers of the United States. The founding fathers knew human nature. They knew that profit incentive was the best human motivator.

Far from being sinful, profit incentive brings society huge benefits, provides society with abundant, high quality goods and services, which in turn bring about a better way of life with a reduction in disease and poverty. Your right to make a profit allows you to control your own destiny. Think of the alternative. Would you rather have your destiny riding in the hands of a small group of men who will decide how far you will advance through their subjective opinion? To those who disdain the profit incentive of the free enterprise system, it can

only be said that they are welcome to their opinion. However, they are living in the wrong country.

18. Myth: Entrepreneurs are bad.

Fact: Business is the start of everything in society, and entrepreneurs are the start of business. Entrepreneurs insure competition which in turn means more goods and services at a higher quality and lower prices. Entrepreneurs provide jobs.

19. Myth: I am not smart enough to do anything big because I didn't get high grades in school.

Fact: This is one of the biggest myths ever perpetrated. I.Q. tests and school grades measure only one thing — the ability to do that task which is required in school. The shocking fact is that that task required in school does not take a high level of mental ability and actually, it is part skill. Grade point average in school measures the rate at which a person can perform the medium level mental tasks of rote memorization and the learning of previously structured disciplines. It is a one-dimensional measurement of the intellect. School, however, is important; but it is not the begin-all, end-all that the educators lead you to believe that it is.

To function in society, a person must know how to read, write and do basic mathematics. He should also be exposed to culture. However, his ability to do all these things beyond a passing grade of say "C" is meaningless. The minimum theory holds here. You need only so much ability to memorize and learn the culture. These basic abilities are simply tools used by the highest mental functions: problem solving, creativity, and the ability to see relationships between seemingly unrelated variables.

The point here is you may have been grossly misled as to the power of your intellect, simply because you did only average in that task required in school. The facts are these, most geniuses throughout history did not do well in school. The majority of successful entrepreneurs in this country did not do well in school or dropped out at an early age. Regimentation, doing things that have no apparent meaning and lack of real life activities, such as playing for keeps, are not compatible with the temperament of the entrepreneur — the successful entrepreneur, that is. This point will be elaborated upon further in later chapters.

20. Myth: To get rich, watch your pennies, dollars will take care of themselves.

Fact: This is nonsense, especially if you're out to make a lot of money quickly. A lot of pennies only add up to a few dollars. As a beginning entrepreneur, you have very limited resources. The most important of these limited resources is time. The successful entrepreneur must have the ability to separate the important from the unimportant, or the big things from the petty things. If you are going to take the time to work on something, it may as well be something big and not petty, for it takes an equal amount of time to do both.

21. Myth: I must be certified by some recognized authority before I can do big things.

Fact: No such arbitrary or natural law exists. There is no authority from any school or institution that has the ability to predict who is qualified to do big things or who is going to be successful and who is not. That power is totally in your hands. Only your brains, initiative and guts will make you successful.

CHAPTER 3

THEORIES, PROVERBS & DEFINITIONS

- A. My theories, proverbs and definitions acquired from business experience.

Net Profit Generator System: In general, the incorporation of all 7 steps that lead to financial freedom; in particular, the meshing together of the market, message and media.

N.P.G.S.: Net Profit Generator System.

3M's: Market, Media, Message

Market: A group of people who establish a demand or a need for a certain product or service.

Media: Vehicle used to transport your sales message from you to your potential customers: printed matter, radio, T.V.

Message: Advertising offer; the letter, ad or commercial that offers your product or service.

L.B.O.: Large bureaucratic organization

Role Inflation Syndrome: Individuals and organizations will inflate their role in any given undertaking to vast multiples over their actual role.

Competence Inflation Syndrome: Individuals and organizations will inflate their competence by vast multiples over their actual competence.

Expertise Encroachment Syndrome: Individuals and organizations who have an expertise in one area resulting in success will then claim expertise in many other areas in which they have no true expertise.

Image Magnification Syndrome: Individuals and organizations are always less than what they appear to be because their true image is always seen through a series of devised ornamental image magnifiers.

Ornamental Magnifiers: Unfunctional fronts, window dressings, etc., which give an illusionary magnification of the role and competence of government institutions and big companies. These ornamental magnifiers create an illusionary intimidation but have nothing to do with proficiency. These include such things as buildings, decor, costumes, fancy documents, suave appearing people, dogma, etc.

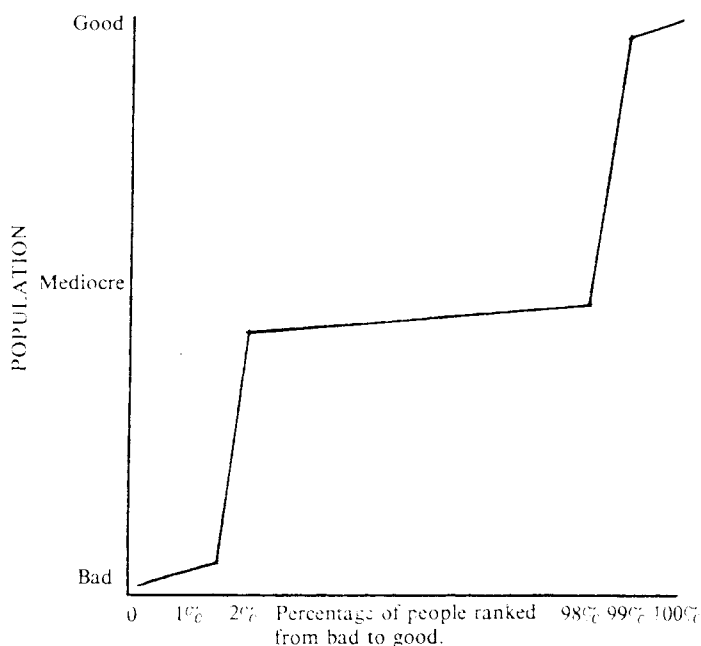
Righteous Rationalization: A process by which a person, in order to reach an end, rationalizes the means used to achieve that end result. In his mind, he was right when he screwed you and he'll make it up to you later; or he rationalizes that he hasn't screwed you at all.

Minimum Theory: A person only needs a minimum of medium level mental abilities to perform higher level mental tasks. Once you have surpassed the minimum, all else is superfluous. To function in society, a person must know how to read, write and do basic mathematics. He should also be exposed to culture. However, his ability to do all these things beyond a passing grade of "C" is meaningless. You need only so much ability to memorize and learn the culture. You need only a minimum.

True Assessment Adjustment: In the business world every person, organization, place or thing will project a different

image of its quality. It is usually quite different than the true quality. Most of the time this quality will be projected to you as much higher than what it really is and in some cases (as is usually the case with subordinates in your company), quality will be projected as lower than what it really is. This inflation of image will be accomplished in many ways, such as through propaganda and ornamental magnifiers. (See definitions.) A trick the businessman must be able to perform is "The True Assessment Adjustment" — by being aware of the effects of the inflation syndromes and the ornamental magnifiers, allowances can be made for them when forming your opinions and judgments.

Human Evaluation Curve: Throughout all my experience in building a successful business, I have found that people making up any field or organization almost always conforms to the following evaluation by percentage: There are a few good, a few bad, and a lot mediocre. The curve looks like this:



The evaluation here can be competency or morals or anything else. The curve usually remains the same. And no matter what field or organization you're talking about and no matter how much their propaganda tells you otherwise, the curve remains the same.

The Balance Theory: The balance theory states that a total good effect will occur in business and in life in general when factors are in balance as opposed to when factors exist in the state of the extremes. Although there are exceptions, usually too much of anything is bad; and in many cases, too little of something is bad. Pushing things to extremes is usually relatively easy. However, as a successful businessman, you will have a much more difficult task at hand. You will be required to

perform the balancing act. Putting things in balance is much more difficult. It's like fine tuning an FM radio station. Your job will be to optimize — not go too much left or too much right. This is indeed a task few people know they have to master. Using society for an example, problems occur when there is too much of one thing and too little of another. You will always hear partisans arguing such things as the country should be totally dictated by government; or that business should totally run the country; or that labor unions should totally run the country; or that certain institutions like churches or colleges, should run the country. The fact of the matter is, history shows that problems only occur when these elements are in imbalance. If business is in total control, monopolies and sweat shops flourish. If unions are in total control, business dies off because it is uncompetitive. If government is in total control, the result is low productivity and low standards of living. And so it goes, on and on. That's the same way it is within a business. Even the beneficial and desirable factor of high sales, when out of hand, can cause problems: a wrong growth rate is created causing you to over build facilities and overhead — when the sales stop or taper off, the company is out of business. The same holds for extremes in other factors such as direct cost, fixed overhead, inventory, etc. The businessman must keep these key factors in balance. We will go into this in more detail in the chapter on the rule of evolution.

B. Standard Definitions

Space Advertising: Newspapers, magazines, Sunday supplements, tabloids, comics, R.O.P.

R.O.P.: Run of press; placement of an ad within the main body of a newspaper wherever a space is available.

Direct Mail: Making an advertising offer to a pre-selected audience through the mail.

White Mail: Complaints or inquiries handled by Public Relations Department (White Mail Department)

Roll-Out: A major advertising campaign - to mail to an entire list or blanket the country through advertising.

Pull: Response to a promotion expressed in percentage.

"Hot" buyers: The most recent buyers or multi-buyers.

Multi-buyer: A customer who has purchased more than one of your products.

Loaded: Uncommonly high concentration of "hot" buyers in a rental list.

Nixies: Undeliverable mail that is returned to the sender.

Key: Letter, number or color code used to identify returns from a mailing list, publication or advertising test

Nth sampling: A random sampling of names from a mailing list; names are selected from a master list in increments such as every 5th name, every 10th name, every 20th name, etc.

Up-front capital: Money that is invested at the beginning of a venture, before any profit is made.

Back-end: Offers of products or services that follow an initial purchase.

Back-end promotional wheel: Charting system used to mail back end solicitations at regular intervals.

Projection: Calculating what you expect your total orders to be before they are actually received.

Double-Day: The day on which you have received 50% of your orders.

Typeset: Preparing copy for print in such a manner that it looks professional, organized and easy to read with all lines equal in size.

Photo-Typesetting: Computerized typesetting.

Paste-up: Typeset copy, photos and headlines are combined into an attractive layout for the finished promotion.

Velox: Photographic reproduction of entire ad with pictures in dot patterns.

D.M.M.A.: Direct Mail Marketing Association — nation's largest direct mail trade organization.

S.R.D.S.: Standard Rates & Date Service — directory of current rates for all advertising media.

F.T.C.: Federal Trade Commission — U.S. Government agency that monitors all advertising

BOOK II. THE 7 STEPS

This chapter explains my 7 Steps to Financial Freedom in detail. The 7 steps are:

1. Create self-confidence.
2. Assemble a plan and a system.
3. Produce a profitable Market — Media — Message Subsystem.
4. Secure a Functioning Management — Men — Money — Machine — Material Subsystem.
5. Start doing something and force things to happen quickly.
6. Evolve.
7. Be persistent.

Step 3, produce a profitable Market — Media — Message Subsystem is really the guts of the Net Profit Generator System (NPGS). All seven steps must work together in order for the system to work; however, throughout the book, the 3 M's—Market - Media - Message—are referred to as NPGS. You will find as you read on that NPGS-4 was really the smashing success of the Astrology Today concept. Although I had followed all seven of the steps for several years, my first big payday of \$80,000 did not occur until I perfected Step 3. Because of this fact, NPGS and the 3 M's mentioned in Step 3 are referred to interchangeably throughout the book.

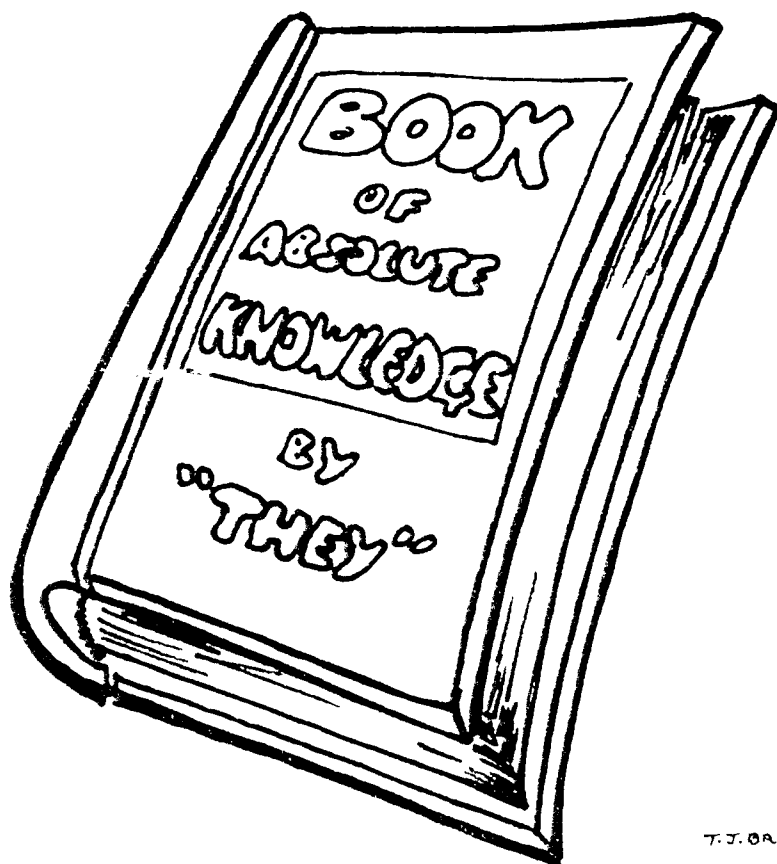
CHAPTER 1. STEP 1 —

CREATE SELF-CONFIDENCE

Throughout history, the biggest enemy of success for an individual has been himself. Your biggest roadblock to financial success will be *you*. You will beat yourself. There are a number of ways that you will beat yourself, but the biggest one will be lack of self-confidence. If you are already beat in your head before you start, in the end failure is inevitable. So the first very important rule of the seven steps is: Create self-confidence in yourself.

It is normal for everybody to have some self-doubts. However, somehow it has been blown completely out of proportion. In my business experience, I would estimate that over 90% of the population has been brainwashed from birth into thinking that they are inferior. I went through the same problems. Ever since I was a child I felt that I could do great things, but there was so much brainwashing going on in my environment telling me I couldn't that the case for self-doubt began to build up. This self-doubt had to be disproved before I could start

The first thing the new entrepreneur has to do is strip himself of all the fallacious brainwashing he has been subjected to since childhood. Let's take the fallacies one at a time. First let's elaborate on one of the myths that we mentioned before — the myth that another breed does things, BIG things, that is. This other breed is often referred to as "*THEY*". *They* do this and *they* do that and *they* are going to come out with this. Who is *they*?



T.J. BRISTON

First of all, *they* do not exist. Most people think that inventions, technology, creations in general come from some great master planner's brain and that there are only a few of these master planners on earth who have the ability to do this. That's not the way things happen. What really happens is this: inventions and technology are almost always the result of trial and error or pure accident. The start of it all is people actually *doing* something, which we will get into later. Most of the technology used today was invented long ago and, of course, new technologies are being introduced every day. But they don't come from some master planner's head who knew *exactly* how to do it and came up with a plan and had it work the first time.

Here is how most of these technologies come about. Although this example is oversimplified, it certainly isn't that far from the truth. Let's go back to the first bridge ever built and pick up on the conversation of the first bridge builder with himself:

"UH, want put road cross water."

"Mm, just take um dirt and throw in water till get high enough, walk across."

"Mm, water washing away dirt."

"Mm, me know. Take um big wood road. Float on water."

"Mm, work good until get many people on one end, other end pop off and throw few people at other end off road."

"Mm, fix that by tying bunch of poles together, hook on to each bank of river and hang wood road from poles."

"Mm, poles break."

"Uh, me know, pound sticks in water, put bridge on top of sticks."

And so it goes on and on. . . .

Another way things get invented is a person who is trying to do one thing throws a bunch of variables together and accidentally comes up with a completely different result than what he expected. However, the other result is good and then becomes a technology.

There are so many variables in nature and in life going on that if we just start doing something, start putting things together, things are going to happen. You are going to learn things and discover new things. Let's take what goes on in modern industry. A person may look in awe at a nuclear power generator plant, but little do they know the steps to build that plant were a comedy of errors. I had firsthand experience with this because I worked for a company that specialized in nuclear power generating equipment.

Let's take how the first nuclear reactor vessels were made — and I mean these were really trial and error. Nuclear reactor vessels are what amounts to a big cylinder about 40 feet in diameter. Now, cylinders of this diameter were never made before. You had to roll plates, weld the plates together into cylinder segments and then weld the cylinder segments together. Now few things went right through the whole fiasco. The plant to do this was built in a rural area where people had little knowledge of welding and technology in general. They would hire welders experienced at welding thermos bottles into welds to use as fillers and costs were coming up to ten times what was expected in some cases.

One of the funniest things that occurred was this: they took two forty-feet in diameter cylinders which they were going to weld together. Each cylinder was constructed on the ground with the cylinders straight up (picture a can with no end standing straight up and down). Now when they turned them on their sides, which was the only way to do it to weld them together, the cylinders became elliptical and the two ellipses were not the same because of the varying strengths of the steel involved. So they would not match up. And this sort of thing went on and on until the company almost went bankrupt over this effort.

This is the way things happen — a comedy of trial and error until the perfected product comes out a long way down the line. Also, people get awed when they see huge complex structure. Again they think this came out of a master planner or builder's mind. They don't realize that it is the result of thousands and thousands of people doing small, simplex jobs and this is the sum total of all that effort.

Another source of brainwashing lies in the entertainment field — movies, novels, television shows, etc. First remember that a fiction author is exactly that. A fiction author is another kind of animal. The real world is too boring and he's usually very romantic. This is all well and good for entertainment purposes and provides many hours of enjoyment for people. However, take it as that—entertainment—it is not real life. Things do happen as they happen in author's minds. Authors want heroic authors want magic, and those things in life are virtually nonexistent.

Even books that are supposed to be non-fiction lean toward this. Facts are exaggerated and taken out of context in order to make a more exciting book. The point is this: Success stories in life were a result of trial and error, grind it out, nose to the wheel, and a very boring and unglorious chain of events 90% of the time or higher.

There are exciting things that do happen in the world for the entrepreneur. But like anything else, that is not what happens most of the time, and the path to get to the exciting part usually involves the day-in day-out grind of unexciting work.

Do not be brainwashed by the myth that big things are only done by people who get high grades in school or by those who score high on I.Q. tests. I will dispel this myth for you right now. Let's start at the beginning.

First of all, tests measure intellect on a very primitive stage. Little is known about the intellect, period. And even less is known about geniuses, because not too many people are concerned with them. Schools, institutions and large organizations want mediocrity. Now, I don't claim to know that much about the intellect or how to measure it, but as a part of building up my own self-confidence I did study the subject in depth and I believe I know far more about it than most educators and so-called psychological experts.

My study concerned innovators, people who made major breakthroughs in advancing mankind. I wanted to know their profile and mannerisms. I was trying to pick up common denominators. These studies revealed that it is impossible to tell if genius is nurtured or natural or what part self-determination plays, or if it is a combination of the three. I know for a fact that

determination is a very large part. I think the old proverb is almost always true that you can do anything you want to do if you want to do it bad enough. You are what you think you are. So what it amounts to is that there's probably a number of ways or combination of ways to come up with a powerful intellect.

So what is the profile of a person with a powerful intellect? First, let's define powerful intellect. As mentioned in a later chapter, contrary to what educators would like you to think, the task required in school does not measure a high intellectual function. It measures the ability to memorize and understand previously conceived and very structured philosophies, technologies, methodologies, etc. These are intellectual tasks only medium in difficulty. It requires matching classical solutions to contrived, controlled, and oversimplified problems. It requires the manipulation of an environment which is contrived, controlled, regimented and sheltered. It's a make-believe game.

High level intellectual functions are measured by how well an individual commands environment in the real world which is complex, hostile, and where you play for keeps. High level mental abilities allow a person to see the relationship between two seemingly unrelated variables to solve complex problems that have had no previous solution and the ability to create virtually from scratch.

Now grade point average in school measures the rate at which the middle-level intellectual school task is performed. The claim is then made that this grade point average measures the person's ability to do higher level mental tasks. This is ludicrous. The first gross error that is made here is measuring the rate. In controlled laboratory experiments on flatworms, who have the ability to still function even after their heads are severed, it was found that flatworms perform simplex tasks at a much faster rate after the more complex neurological head portion was severed from the rest of the body, leaving only the simplex spinal cord section.

A multitude of further tests on human beings using proven geniuses as one of the experimental groups confirmed this theory. The conclusion was the cerebral noise theory. This theory states that in a complex nervous system or a complex mind, there are so many things going on that a simple task is hindered by interference from other parts of the brain or by the cerebral noise as it is called. To use the analogy, you can add two plus two much quicker on a simple adding machine than you can do it on a high level electronic computer.

Now here is the coup de grace that will lay the grade point average fallacy to rest once and for all. Few of the real geniuses throughout the history of man did well in school. Sir Isaac Newton and Albert Einstein, for instance, were flunked out as dullards. Successful entrepreneurs usually do not do well in school, and in fact, many of them drop out at an early age.

Several large companies tested the validity of a common scholastic type I.Q. test to predict future performance of new employees. Salesmen were chosen because they stand most on their own merit and their performance can be measured most objectively. The results were a perfect negative one-to-one correlation. In other words, the better a new salesman did on these scholastic tests, the worse he would do on the actual job.

Educators also fail to see the minimum theory. The minimum theory states a person only needs a minimum of medium level

mental abilities to perform higher level mental tasks. If you've surpassed the minimum, all else is superfluous by no means useless. In fact, it is important to know how to read and write and do basic arithmetic.

One must be exposed to the culture. However, educators should realize the ability to perform the tasks required in school beyond the point of a "C" is meaningless and does not predict who is going to do well in life. This fallacy has not only been harmful to many an individual, it has been damaging to the advancement of society also. Many geniuses have been cut off from being put in a position where they could do society the most benefit.

Now, here's the point of all this. If you are worried that you couldn't do big things because you didn't get good grades in school, forget it. The old proverb is true, "A students make the grades, B students make the friends, C students make the money."

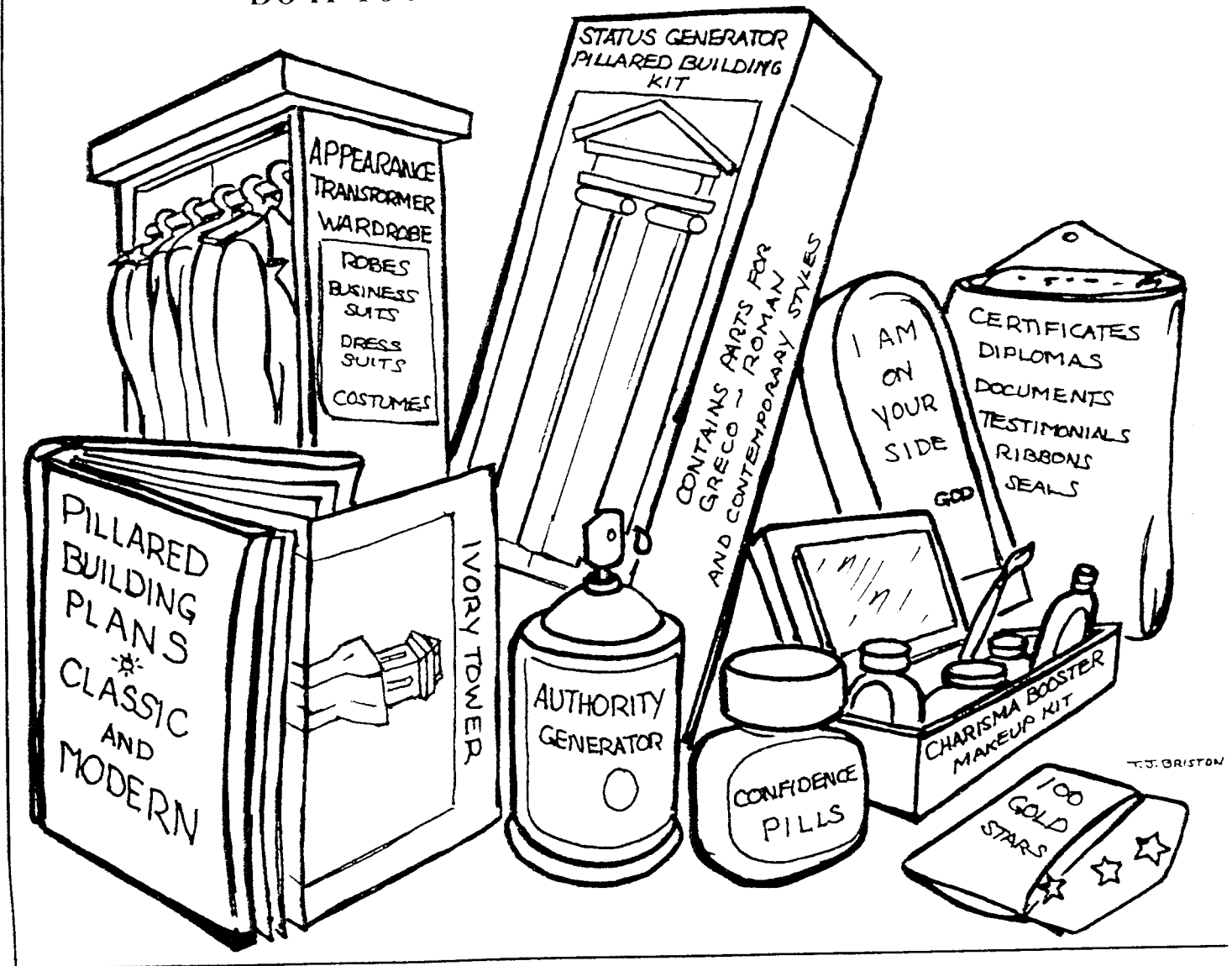
The next item to be overcome is intimidation. The established entities that are doing big things look bigger than life to you, a common person. The entities that I am referring to are entities that you must either compete with or deal with, such as government institutions and other companies. Such things will go through your mind as, "government is too big and smart to deal with", "people coming out of big prestigious universities are too competent to compete with", "institutions such as banks are too smart for me to deal with", and as we mentioned before, "big companies are too big and smart and complex for me to compete with". Believe me, all this is an illusion and one created by what I call ornamental magnifiers.

These ornamental magnifiers give an illusionary magnification of the role and competence of these bigger-than-life entities. These ornamental magnifiers create an illusionary intimidation. Ornamental magnifiers are those unfunctional fronts, window dressing, etc. which have nothing to do with the proficiency of the entity in question. These include such things as buildings, decor, costumes, fancy documents, suave appearing people, dogma, etc. There is only one thing that matters when you're dealing with an entity—the competency of the people within this entity. Other things such as machines, money, etc. can usually be duplicated elsewhere and are meaningless if they are not handled in a competent manner anyhow.

For the most part, I classify all big entities under the category of a large bureaucratic organization (L.B.O.) because they all operate in such a manner. Now the mystique of an L.B.O. appears much less frightening when you look at it from this perspective.

Let's use institutions for the example. First of all, they aren't really all that hard to start if you would think that there was such a thing as a "Do-It-Yourself Institution Starter Kit". In this kit would be plans for pillared buildings—you *have to have pillars*—high ceilings, marble halls and all that bit. You have to have dogma which are put on fancy documents. You need sophisticated looking people. It doesn't make a difference if they are sophisticated or not; as long as they look that way, that's 90% of the battle. You need costumes. You then need some instrument which you dub as sacred—something like a magic wand—which transforms your sophisticated looking people from mortal men to sacred, infallible, ruling deity.

DO-IT-YOURSELF INSTITUTION STARTER KIT



If you're going to be an institution, you are going to have to have a lot of people working for you—that's one of the requirements. Now you've got to find a way to reward these people for doing things for you and putting themselves out. You obviously cannot give them anything of real worth because you are inefficient and don't make a lot of money. So what you need next are a group of nice little rewards that look good but don't cost anything and aren't really worth anything, such as titles, status symbols, fancy commendation documents, tokens, etc. And, last but not least, you must have determined in some way that God is on your side. *And that's it!*

Now this humorous look at institutions obviously isn't totally true in all cases. It is an extreme to bring what institutions truly are to the right perspective. The other extreme is what you've been led to believe that they are through these ornamental magnifiers and another illusionary mechanism which I call the "role inflation syndrome" and the "competence

inflation syndrome". These syndromes are laws of human nature, but they apply to both individuals and organizations.

The Role Inflation Syndrome.

Individuals and organizations will inflate their role in any given undertaking to vast multiples over their actual role.

The Competence Inflation Syndrome.

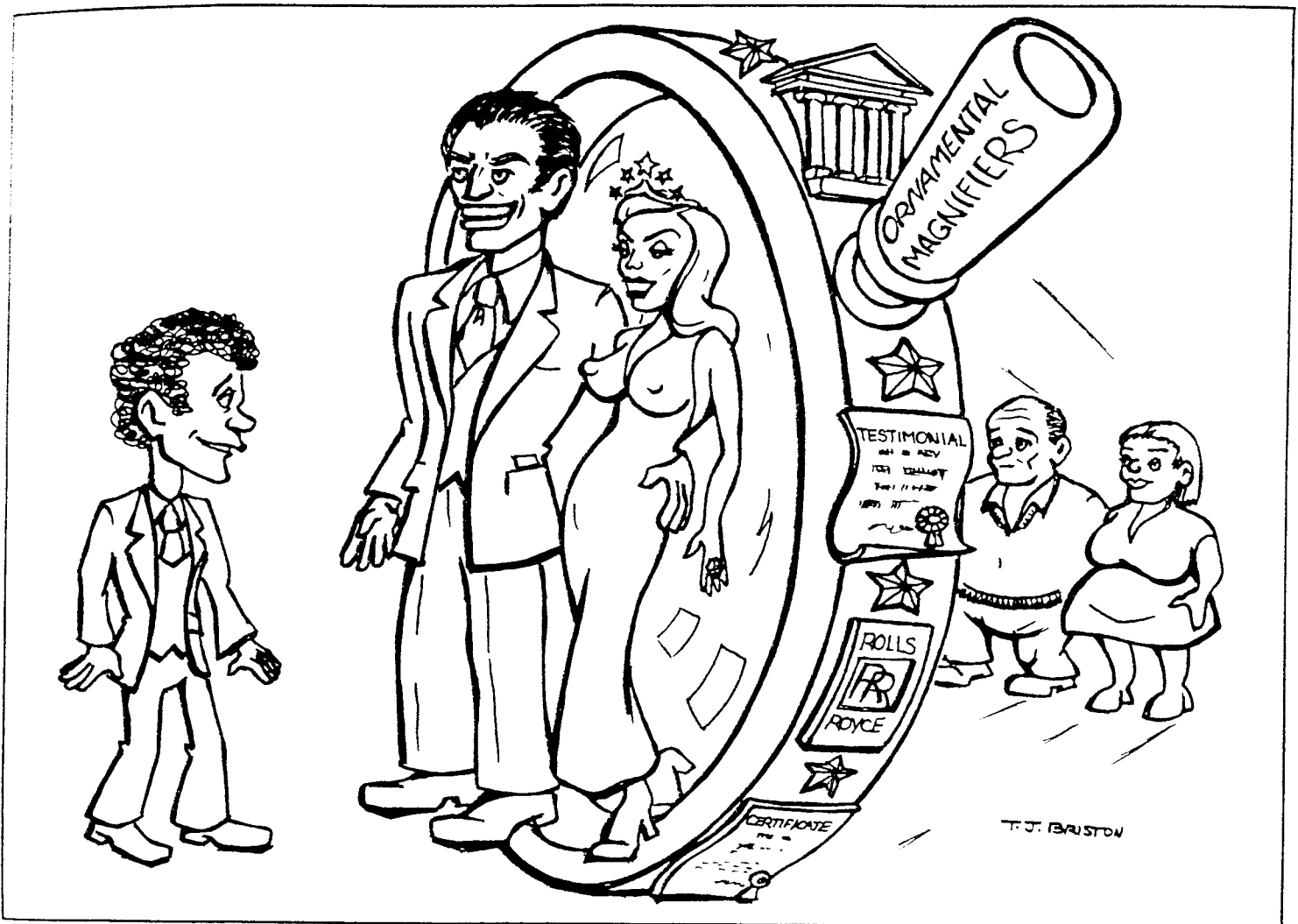
Individuals and organizations will inflate their competence by vast multiples over their actual competence.

The Expertise Encroachment Syndrome.

Individuals and organizations who have an expertise in one area resulting in success will then claim expertise in many other areas in which they have no true expertise.

The Image Magnification Syndrome.

Individuals and organizations are always less than what they appear to be because their true image is always seen through a series of devised ornamental image magnifiers.



All these items are sources of intimidation for the new entrepreneur. They create an illusion that he is up against superhuman, invincible forces, and this is a gross mis-evaluation. Not only are the people in L.B.O.'s as we described them *not* superhuman, but they are mediocre at best. Now the people themselves as an individual are not necessarily mediocre; this thing, this L.B.O. "system" makes them that way. All those highly acclaimed honor graduates from prestigious universities, high level suave looking executives, so-called intelligent looking research scientists are for the most part, nothing more than an illusion. Few of these people have ever done anything on their own and few have ever done anything of large magnitude, such as a development that would significantly advance mankind.

Most of the advancements of mankind both in history and at the present are made by people that were not highly touted as most likely to succeed. Many people will be shocked to know that most of the advancements made in corporate research centers are made by technicians with high school educations.

So where does this all bring us? For all intents and purposes, there is no competition out there, baby. If you've got anything on the ball at all, you're going to clean up. The contest you thought you had no chance to win will turn into *no contest* in

your favor—a rout, because those overrated opponents to success in your life you will find are nothing but illusions.

Now, I've saved the best for last. When you go out on your entrepreneurial venture, you're not going to risk a thing.

The seniority trap is also a myth and an illusion. Seniority in an L.B.O., that is. First, L.B.O.'s have made your job expendable. Economic outlooks are unpredictable. Therefore, just because you have seniority does not hardly guarantee that your job is going to be there the next year or the next day. Secondly, if you do stay on the job, what are you going to gain? Forty years of unfulfillment, forty years of kneeling, kissing rear ends? Forty years of having your efforts rewarded with meaningless certificates, tokens and titles? Forty years of hating every hour you're on the job? You might as well be in prison. That's the way I looked at it when I worked for an L.B.O. I used to consider the few hours at home out of the day as "yard time". So that's the beauty of it all — you've got nothing to lose.

Here's one more thing that should bolster your confidence. Everything you read in this chapter is true. It has come from the real life experience of a person who actually did it. Now, don't you feel better about the whole thing? At this point, with your self-confidence, you should now be ready to go on the offensive.

CHAPTER 2.

Step 2 — ASSEMBLE A PLAN AND A SYSTEM

Having a plan and system is one of the main things that separates the winners from the losers in the business world. Contrary to what they may try to tell you, guys who operate on intuition, feelings, keeping things in their head, and seat-of-the-pants decisions are rare successes. A system provides you the ability to do things in a logical, sequential and precise manner. Most importantly, a system lets you know precisely what your status is at all times. This is a commandment of business: "Know Thy Status". The number of companies that have gone under because they didn't know their costs, didn't know how much money they really had, and really didn't know what they were capable of would fill volumes in a library. Also, a system is the only way to insure efficiency, which is all important in a business where profits are a 6 to 10 percent margin. It is important that you establish your system first before starting into your enterprise. Why? First, the further you get into the enterprise the more difficult and time consuming it will be to set up a system. Second, when you enter into an enterprise, you are too involved with products, promotions, media, getting material together, etc., to have time to set up a system. Lastly, because I have already done most of it for you, it is not going to take that much time anyway. What I am providing you here is something that a consultant agency would probably charge you \$25,000 to do. I am providing you with a functional, de-bugged, tried and tested system.

This section serves as a guideline to assembling a plan and a system for an efficient operation. Covered here are:

1. Choosing the form of business entity best suited to your needs (corporation or partnership), choosing a company name, and creating an image.
2. Crystallizing objectives and goals to direct your decisions.
3. Building a workable system to get the job done quickly and economically. Included are a System Flowchart along with samples of the major business forms used.
4. Organizing the necessary business functions for various size organizations — from a one-man operation to a very large direct mail company. Organization charts are included for reference.

A. Incorporation, Company Name and Image Creation

The very first thing you have to do as a new businessman is to create the image of being established. This is very, very important. To do this, follow these steps:

1. You must decide whether you will start your business in the form of a partnership, a sole stockholder in a corporation, or other variations of a corporate structure. My advice to you is not to take on any partners or any stockholders of any kind. The business you are about to set up requires fast and decisive action on many very critical subjects. There is no time for decision by committee, which is usually

the reason most large companies take forever to make a decision. Much of what an organization is is a reflection of the desires of the owner. These desires are reflected in your objectives, goals, and organization. If you have more than one owner molding the organization into their likeness, it becomes an impossible task.

If you must take on partners because of capital considerations, my suggestion is to incorporate but make certain that you hold ownership to the majority of stock — make yourself majority stockholder. Do not place yourself in the position where there is an equal number of shares issued and an uneven number of stockholders. If this situation arises, you could very easily be voted out of the corporation. Being a minority stockholder in a corporation such as this is the same as you owning one share of stock in General Motors. If the other partners do not want to listen to you or follow your decisions, they are not bound to do so and in most cases, will not do so.

Spend the money that it takes to set up incorporation papers. By so doing, not only will you secure the protection afforded by incorporation but you will also convey to the public the implication that you are in business to stay.

2. The selection of a company name is important. Give your company a name that sounds respectful; there is no law that says you have to give yourself a name which implies that you are a small company. Your choice might even be a name that conveys an image relating to your philosophy.

To avoid infringement suits from other companies after you become successful, have the lawyers do a company name search. I selected the company name of Publishing Corporation of America and resorted to using DBA's (A DBA is a company name that is used which is not incorporated or registered) to more accurately describe the company promoting particular NPGS. You wouldn't look for a dentist under the yellow pages listings for a plumber, would you? DBA's such as International Astrological Association, Pyramid Research Federation, American Historical Society, and American Health Institute were selected because the name Publishing Corporation of America was not an appropriate name for the product I was selling. To avoid the overuse of DBA's, I suggest selecting a company name which is broad enough to describe the type of activity that you are engaged in yet not so specific that it will limit you if you decide to change or enlarge your product.

For example, if you decided to set up a new business to support direct mail companies and the functions which you planned to provide were keypunching, mail opening, and telephone order taking, the selection of a name such as Direct Mail Support Services, Inc. might be appropriate. This

name adequately describes the services which are being offered at the present time. However, should you decide to acquire a new computer, you may find that you want to service more than the direct mail industry. You may want to service the needs of general business. Perhaps expanding your telephone order-taking service into a local answering service, taking messages for doctors, etc., would be desirable. A name such as Data Response Service would have been more appropriate since this name is broad enough to include any and all types of business. It is a name that describes your business best for a longer period of time.

1. Decide what image you wish to project. Design a logo and have professional looking business stationery printed. You don't have to get much at first, just about 100 pieces or so. This goes a long way to imply that you are established when you correspond with people and suppliers. (It's amazing. Presto — you are now a business! Why? Because people think you are a business. After all, you now have your own letterhead.)
4. Get professional looking business cards printed.
5. Open a business checking account.
6. Get purchase orders printed with your name. You will only need about 100 or so of these. Purchase orders with purchase order numbers are very important when you are dealing with suppliers. Again, it shows they are not dealing with some fly-by-night outfit.
7. Get receipts printed.
8. Hire a lawyer. Simply go about town and take a vote to find out who the best law firm is. Go to the men, tell them what kind of business you are planning to start, and get a lawyer-client relationship established. Lawyers will bill you on an hourly rate for however many hours they work for you. You now have access to a lawyer by phone.
9. Hire a good Certified Public Accountant. Again, in the same manner, investigate around town to see who the best one is.

B Objectives and Goals

An airplane pilot cannot hope to reach his destination unless he has prepared a flight plan. Running a business is no different. The business owner must establish objectives and set goals for himself. At the beginning it may be a goal as simple as this: "I will be in business one year from now." Or it may be more elaborate, such as the following which was my plan in 1975.

3½ YEAR OBJECTIVES AND GOALS

1. To create a \$9 million per year stable business.
2. To make the stock in the business a salable commodity.

3. To make it possible for Ben Suarez to control the business using only 10% of his time.
4. To generate income for the next 3½ years through the business of a marketing company which used the media of 1) Space, 2) Direct Mail, 3) T.V.
5. To research and establish in the 3½ year period the following businesses which would make the company a full service general marketing and publishing company:
 - 1) A local and national ad agency
 - 2) Publisher of books and computer-produced products
 - 3) Printing and letter shop
 - 4) A franchised book and record store
 - 5) A retail marketer

As time moves on, you are able to measure the progress made toward your goals. Surprisingly, either the original goals seem unrealistic or you've changed your mind. Decide if a new set of goals are required or if simple modification to some areas will put things more in perspective.

Two years later in 1977, the following list of goals and objectives emerged:

OBJECTIVES & GOALS

1. Sell: paper products, commemorative plates, media
2. Establish repeat sale or long-life products
3. Keep overhead under \$22,000/month
4. Cut costs
5. Maintain minimum sales of \$3,000,000/year
6. Maintain gross profit of 15%
7. Maintain net profit of 10%
8. Maintain business ethics
9. Maintain a low profile until business is rooted

Notice the difference. Several key businesses were removed from my list. I found that if I only wanted to devote 10% of my time to the business, I could not build (1) a printing and lettershop business, (2) a franchised book and record store, (3) a retail business.

The goals were simply not compatible. You will find that your ideas will change as the business expands. And you will find out another thing: "Just because you have become an expert in one business, there is no law that says you automatically are an expert in another business." It takes time and experience to build several different businesses. Before you embark on a new venture, ask yourself, "Do I really want to do this?" If it's not listed as a goal, bypass it or add it to the list and give it your best shot.

One very important point that you should incorporate into your overall plan is that whatever you do — be honest. I am not trying to sound noble when I say this — it is just the most profitable and logical way to go. It usually takes just as much time and effort to be dishonest as it does to be honest. That time and effort could be better spent being honest. There isn't anybody in this world, of course, who's honest 100% and 100% of the time. As Ed Mayer used to say, "There is a little larceny in all of us." But that's the point — you have to keep it very little. You have to know what tolerances are acceptable. Never compromise on your product and on your service to the customer. Always make that the best you can provide. Have pride in your product and service. Your advertising by necessity will have to be bold and specific, but don't make it dishonest. Some people will construe that because your advertising is bold, specific, and in many cases effective, that it is dishonest. There are many purists who would want you to write your advertising like a legal contract, or as a Ph.D. would write a thesis, but you can't do that. In fact, nobody does. You have to be honest in your advertising while putting your best foot forward.

C. The System

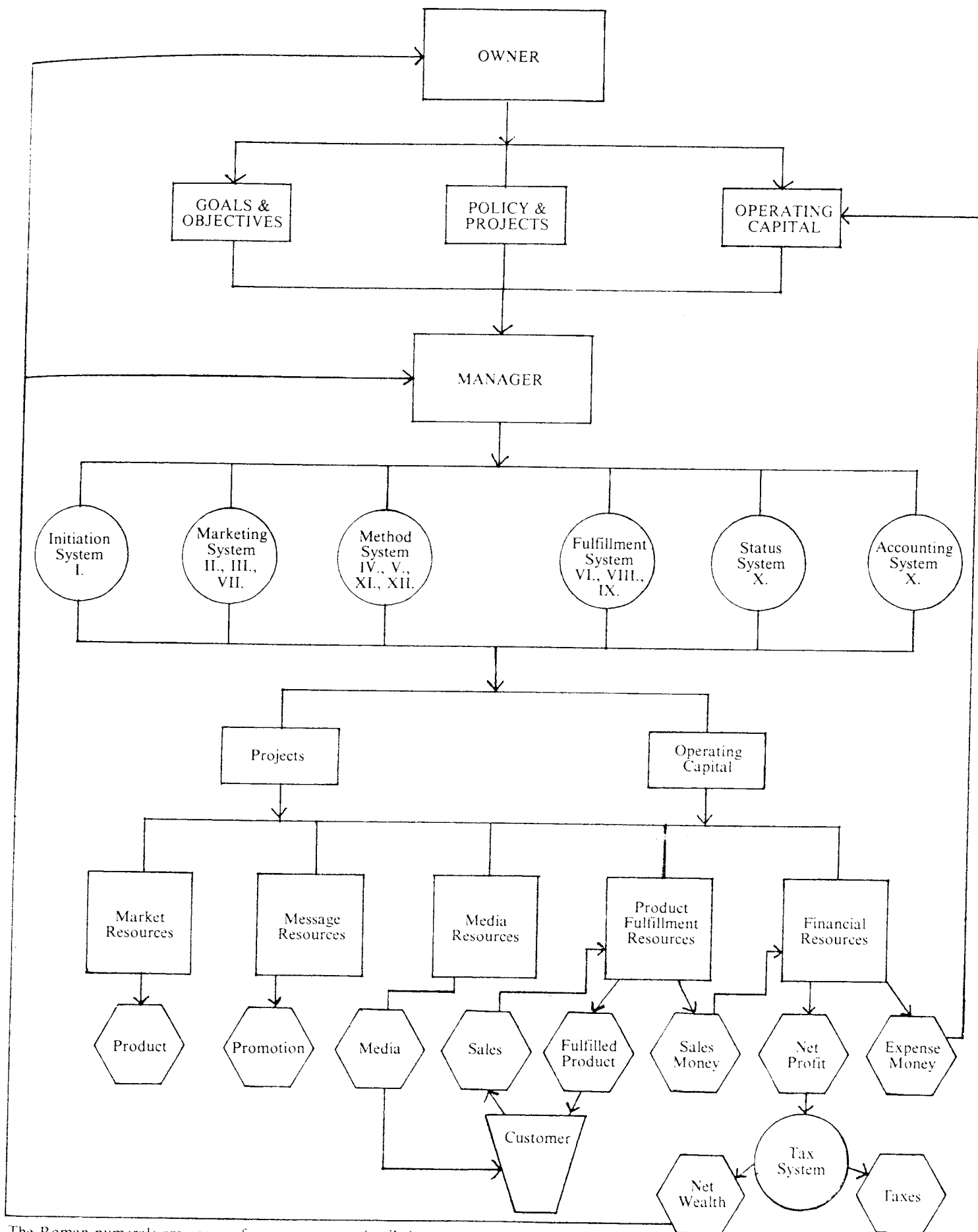
The Net Profit Generator System (Figure 1), the System Flowchart (Figure 2), and the organization structure charts (Figures 3 and 4) in Section D are all closely inter-related. As you study these, keep in mind that in order to market a product and conduct a direct mail business, there are basic business functions which must be present in some form regardless of whether you choose to operate on a minimal scale out of your home, as a small-size business, or as a large organization.

Figure 1, the Net Profit Generator System, approaches these functions in a simplified, one-page form, and is a summary of the more detailed System Flowchart in Figure 2. The System Flowchart expands on these procedures and illustrates them step-by-step and in proper sequence. Depicted in graphic form is exactly what happens from the moment you decide to initiate a project until the product goes out the door to the customer. Figures 3 and 4 then tie these procedures into organization charts indicating the number of people required to conduct business on either a small or a large scale.

All forms referred to in the System Flowchart are cross-referenced for ease of identification. In order to provide a basic understanding of the function which each form serves, a brief explanation is provided to that effect in the body of the form. Additionally, major forms are explained in greater detail in other sections, and when applicable, reference is made to that specific section.

NET PROFIT GENERATOR SYSTEM

Figure 1

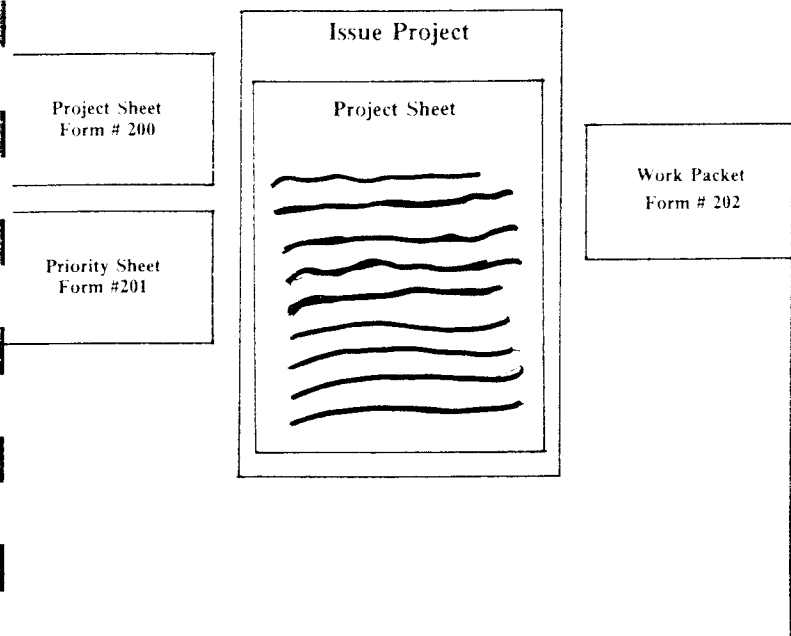


The Roman numerals are cross-references to more detailed information contained in the System Flowchart, Figure 2.

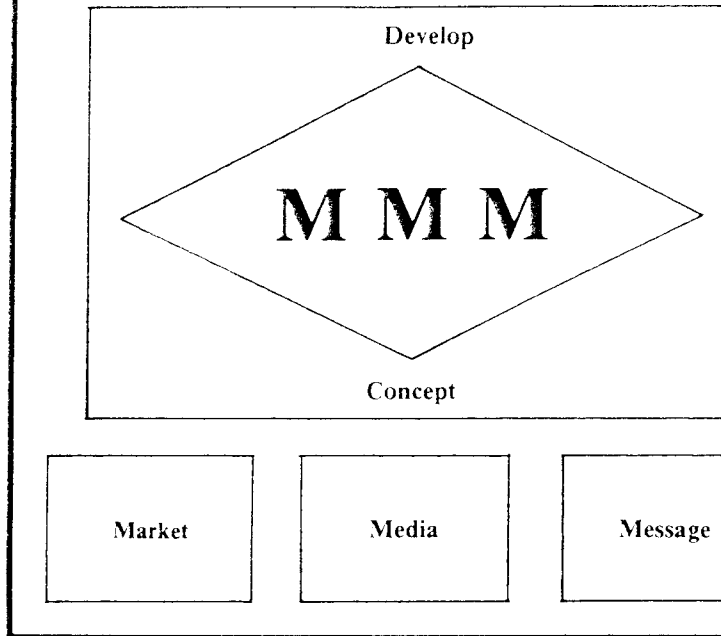
SYSTEM FLOWCHART

(Figur.

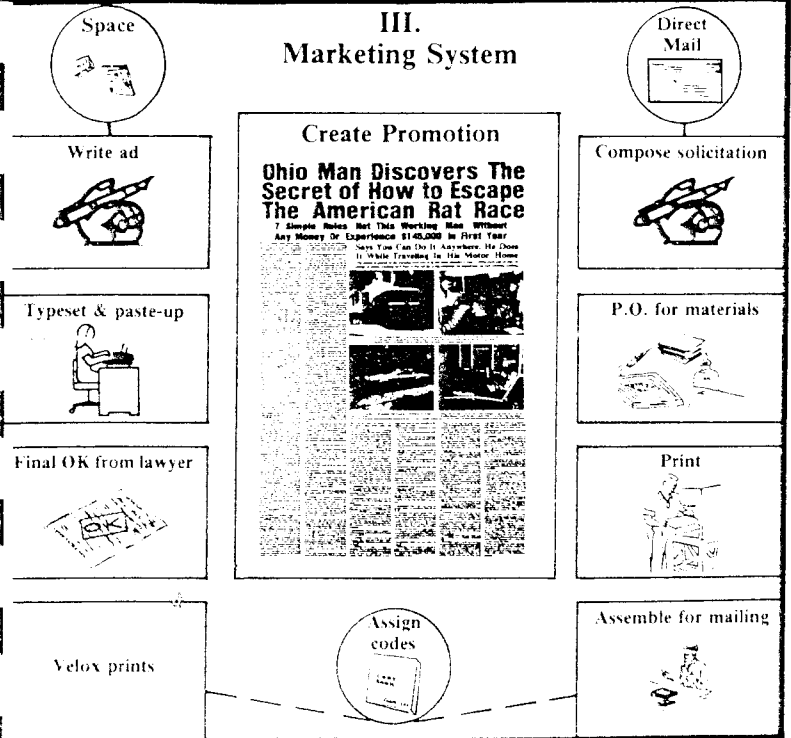
I. Initiation System



II. Marketing System



III. Marketing System



IV. Method System

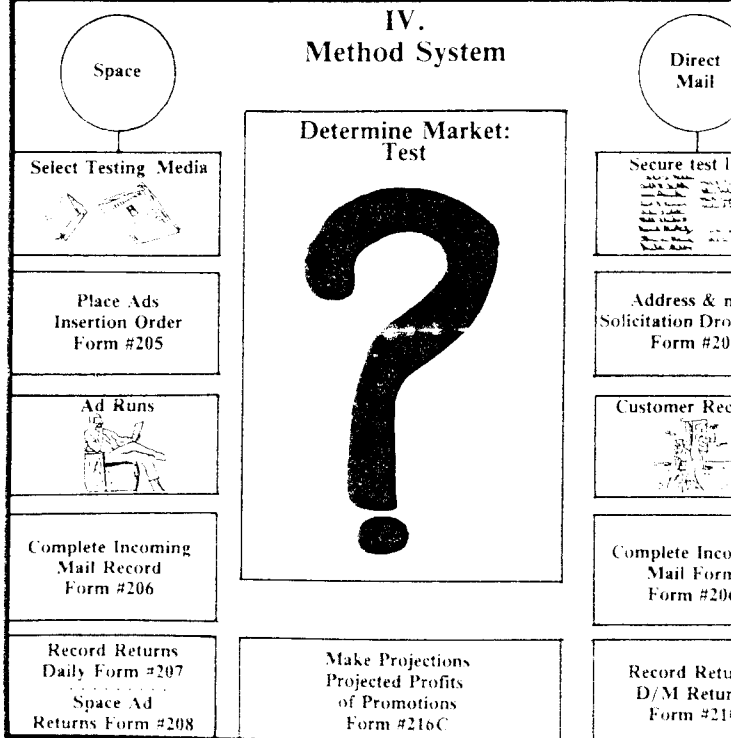
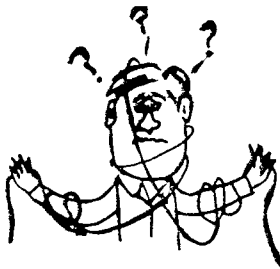


Figure 2 (cont.)

V. Method System

Rollout Decision

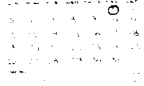


Determine if profitable

☐ YES ☐ NO

If Bomb —
Scrap Project

If Go —
Set Rollout Date



Analyze Test Results



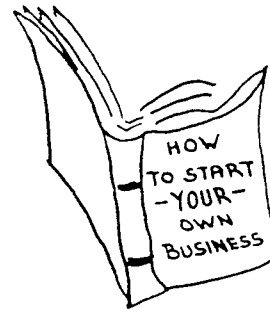
Study Projections
Form #211

Evaluate Cost
of Product



VI. Fulfillment System

Develop/Secure Product



Prepare Sample
"Bill of Materials"

Legal Contracts



Purchase Order for
Product Based on
Projections

VII. Marketing System

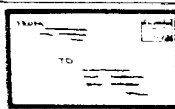
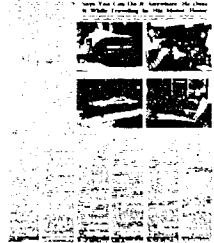
Reach Customers

Space

Direct
Mail

Rollout

Ohio Man Discovers The
Secret of How to Escape
The American Rat Race



Customer
Places Order

Purchase Order for
Materials for
Solicitation

Print & Assemble
Independent Contractor
Form #212

Mail to Customer
Drop Sheet
Form #209

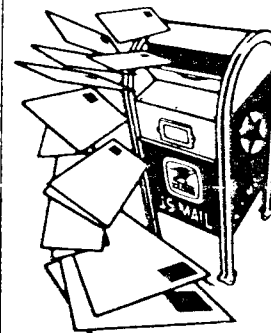
Place Ads
Insertion Order
Form #205

Ad Runs



VIII. Fulfillment System

Receive and Process Orders



If order incomplete
send rejection

Orders ready for
Key punch & Fulfillment

Open Mail &
Record on Incoming
Mail Form #206

Deposit cash in bank



Process credit
card orders

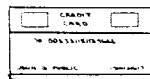
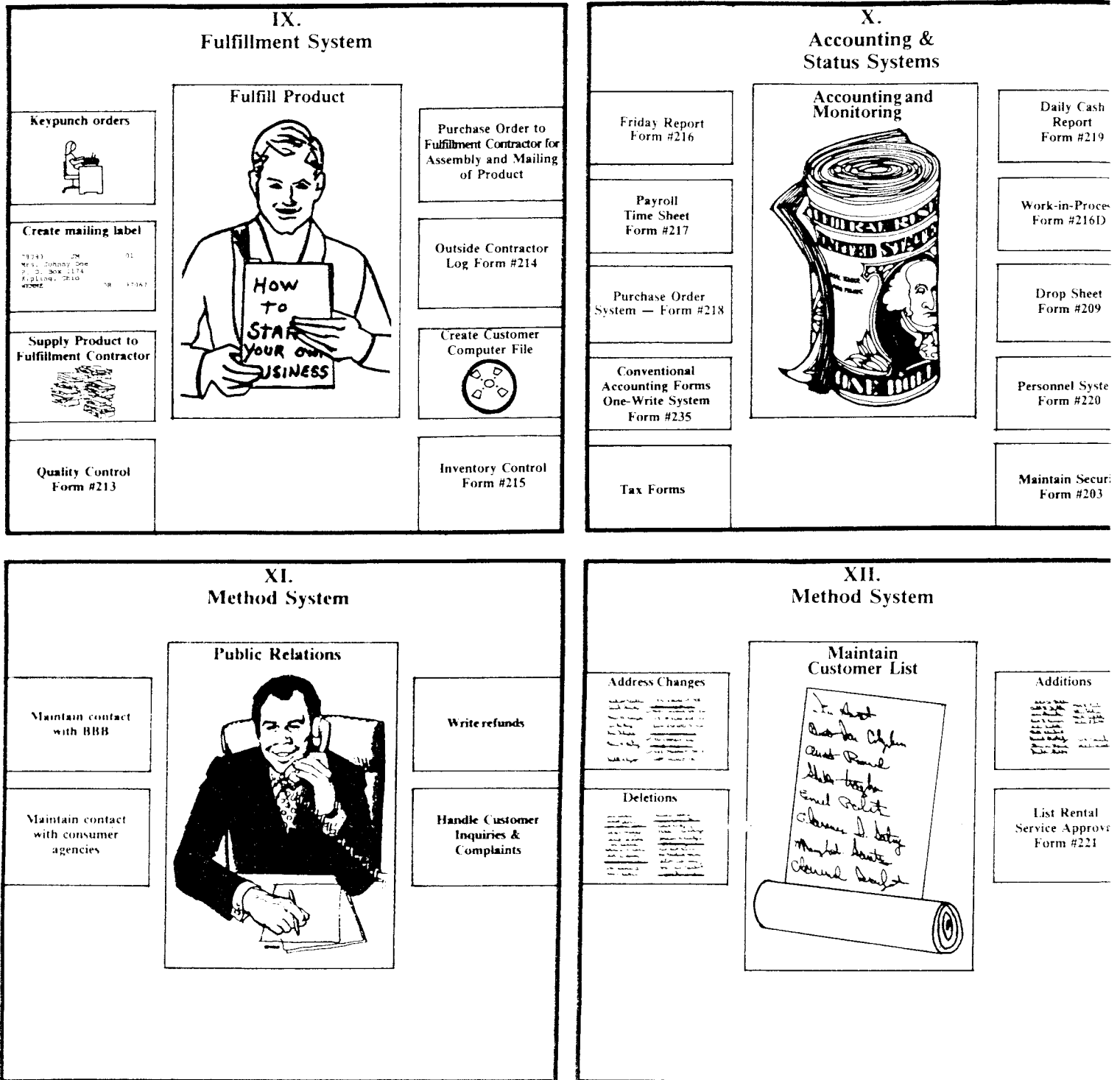


Figure 2 (cont.)



PROJECT SHEET

PROJECT NAME _____ PROJECT NO. _____

PROJECT TYPE: ☐ TEST ☐ ROLLOUT ☐ OTHER EST. COST _____

PRODUCT _____ PROMOTION _____ MEDIA _____

		TIME IN WEEKS											
ACTIVITY	RESPONSIBILITY												
TEST													
1. Issue Project													
2. Develop PPM Concept													
3. Negotiate Contracts													
4. Negotiate Contracts													
5. Negotiate Contracts													
6. Write Promotion													
7. SP - Secure Test Pub.													
8. DM - Secure Test List													
9. Develop/Secure Product													
10. Compose & Print													
11. Legal OK													
12. CPA OK													
13. D/M Secure Material													
14. D/M Secure Material													
15. D/M Secure Material													
16. D/M Secure Material													
17. D/M Secure Material													
18. D/M Secure Services													
19. D/M Secure Services													
20. D/M Secure Services													
21. D/M Secure Services													
22. Develop P/R Package													
23. Turn over promo to W/M													
24. D/M Assemble Mailing													
25. Issue Keys													
26. SP - Place Ads													
27. DM - Drop Mailing													
28. SP - Run Ad													
29. Post Drop Sheet													
30. File Pkg. in BOM Book													
31. Process Mail/Refund													
32. Analyze Test Results													
33. Evaluate Costs													
ROLLOUT													
34. Rollout Decision													
35. Order Material													
36. Order Material													
37. Order Material													
38. Order Material													
39. Order Material													
40. Order Services													
41. Order Services													
42. Order Services													
43. Order Services													
44. Order Mailing List													
45. Nego. Fulfill. Contract													
46. Write MR & W/M Proc.													
47. Negotiate price w/FCA													
48. Write Fulfillment Proc.													
49. Nego. Fulfill. Contract													
50. DM - assemble Promo.													
51. SP - Place Ad													
52. DM - Drop Promotion													
53. SP - Run Ad													

Explained in detail in Book II, Chapter 5

PROCESS STEPS

TEST

1. Issue Project
2. Develop PPM Concept
3. Negotiate Contracts
4. Negotiate Contracts
5. Negotiate Contracts
6. Write Promotion
7. SP - Secure Test Pub.
8. DM - Secure Test List
9. Develop/Secure Product
10. Compose & Print
11. Legal OK

12. CPA OK
13. D/M Secure Material
14. D/M Secure Material
15. D/M Secure Material
16. D/M Secure Material
17. D/M Secure Material
18. D/M Secure Services
19. D/M Secure Services
20. D/M Secure Services
21. D/M Secure Services
22. Develop P/R Package

23. Turn over promo to W/M
24. D/M Assemble Mailing
25. Issue Keys
26. SP - Place Ads
27. DM - Drop Mailing
28. SP - Run Ad
29. Post Drop Sheet
30. File Pkg. in BOM Book
31. Process Mail/Refund
32. Analyze Test Results
33. Evaluate Costs

ROLLOUT

1. Rollout Decision
2. Order Material
3. Order Material
4. Order Material
5. Order Material
6. Order Services
7. Order Services
8. Order Services
9. Order Services
10. Order Mailing List
11. Nego. Fulfill. Contract
12. Write M/R & W/M Procedures
13. Negotiate Price w/FCA
14. Write Fulfillment Proc.
15. Nego. Fulfill. Contract
16. DM - Assemble Promo.
17. SP - Place Ad
18. DM - Drop Promo.
19. SP - Run Ad
20. Sort & Count Mail Returns

21. Dispatch Mail to FCA
22. PCA - Prepare Env. Count - Keysheet
23. PCA - Prepare P.O.
24. PCA - Post Drop Sheets - Solic.
25. FCA - Process Mail
26. FCA - Deposit Money
27. FCA - Prepare Keysheet
28. FCA - K/P & Computer Process
29. PCA - Post Deposit
30. PCA - Check FCA's
Keysheets for Errors
31. PCA - Check FCA's Invoice
32. FCA - Dispatch W/M to PCA
33. FCA - produce Microfiche
34. PCA - Process Non-Std. W/M
35. PCA - Dispatch W/M
to Outside Contractors
36. Process W/M
37. PCA - QC W/M
38. Drop W/M

39. Monitor W/M
40. FCA - Generate Customer List
41. FCA - Backup Cust. List
42. Dispatch Cust. List to List Broke
43. Approve Promotions to Cust. Lis
44. Monitor Rental of Cust. List
45. FCA - Produce Labels/Tape Inpu
46. PCA - Dispatch Fulfillment
47. Fulfill Product
48. PCA - QC
49. PCA - Drop Fulfillment
50. PCA - Post Fulfill. Drops
51. PCA - Monitor Inventories
52. PCA - Post Adv. Ret.
53. PCA - Project Adv. Ret.
54. PCA - Prepare Product Forecasts
55. Prepare Friday Report
56. Prepare Qrtly. Financial Stateme
57. Monitor Financial

PROJECT PRIORITY LOG

M = MEDIA TIME REQUIRED: 0-10

O = ODDS OF SUCCESS: 0-10

P = PRODUCT COMPLETION STATUS: 0-10

C = CAPITAL REQUIREMENTS (ZERO HIGH, TEN LOW): 0-10

A = AMOUNT OF PROFIT GENERATED (EACH POINT = \$100M): 0-10

B = BACK END POTENTIAL: 0-10

S = SALES PROMOTION COMPLETION STATUS: 0-10

PROJECT #	NAME	PRODUCT	PROMO	MEDIA	M	O	P	C	A	B	S	TOTAL
C-1-004	New Bldg.											
C-1-057	Security											
C-1-171	Insurance Rg											
C-1-178	Material Handling - Wards											
C-2-110	Folk Med. - Rent List											
C-2-131	New Promotions to Folk Med. Cust. List											
C-2-87	Folk Med. Piggy Bank - Wards											
C-2-142	Folk Med. List - Computing											
F-2-196	Long List to Folk Med.											
F-2-246	Folk Med. - Retail											
F-2-248	Folk Med. - Space - Rep. Front Page											
Explained in detail in Book II, Chapter 5												
C-3-132	Home Study Just Let Lesson Order Form & Letter											
C-3-150	Check up to Home Study Check Mailing											
F-3-205	Home Study - 112 Lessons Sold at Home Time											
F-3-258	Home Study - Space											
C-4-125	Love & Money - Insp. Letter											
C-4-128	Love & Money - Space											
C-4-151	Love & Money - A.A.A											
C-4-158	Carbon Mailing to L & M List											
C-4-168	Love & Money - Revisions											
C-4-173	Love & Money - Time Pattern Cust. List											
F-4-017	L & M Workscope to Gen. Birthday List											
F-4-250	Reformat L & M Space Ad.											
C-5-160	Time Pat. Computability Report - 3.00 List											
C-5-172	Time Pat. Nov. to 9.95 Cust. List											
F-5-006	New Mothers - New Bldg. House DM & Coops											
F-5-022	List of all the new - sold to Comput. People											
F-5-050	List of 40.00 Housework Mailing to 3.00 9.95 List											

PRODUCTION CONTROL FORM PUBLISHING CORPORATION OF AMERICA

Reference No. _____

PROJECT NAME _____
 PROJECT NO. _____ DATE INITIATED _____
 QUANTITIES _____ TARGET DATE _____
 SIZES _____ DATE COMPLETED _____

TEST ☐PRODUCTION ☐

COPYWRITING DEPT.		Date Due In _____		Date Out Out _____			
		Date In _____		Date Out _____			
Sched. Comp.	Procedure	Est. Time	Act. Time	Sched. Comp.	Procedure	Est. Time	Act. Time
<input type="checkbox"/>	<input type="checkbox"/> Copywrite 1	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Copywrite 4	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Edit 1	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Edit 4	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Copywrite 2	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Copywrite 5	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Edit 2	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Edit 5	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Copywrite 3	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Final	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Edit 3	_____	_____				

GRAPHICS DEPT.		Date Due In _____		Date Due Out _____			
		Date In _____		Date Out _____			
Sched. Comp.	Procedure	Est. Time	Act. Time	Sched. Comp.	Procedure	Est. Time	Act. Time
<input type="checkbox"/>	<input type="checkbox"/> Cast Off	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> To copywrite edit 4	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Typeset	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Recompose	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> First paste-up	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> To copywrite edit 5	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> To copywrite edit 1	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Recompose	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Recompose	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Final OK	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> To copywrite edit 2	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Velox prints	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Recompose	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Xerox prints	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> To copywrite edit 3	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Assign Codes	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Recompose	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Bill of Materials	_____	_____

PRINT DEPT.		Date Due In _____		Date Due Out _____			
		Date In _____		Date Out _____			
Sched. Comp.	Procedure	Est. Time	Act. Time	Sched. Comp.	Procedure	Est. Time	Act. Time
<input type="checkbox"/>	<input type="checkbox"/> Obtain Orig. Art	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Print	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Make Plate	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Finish	_____	_____

FULFILLMENT DEPT.		Date Due In _____		Date Due Out _____			
		Date In _____		Date Out _____			
Sched. Comp.	Procedure	Est. Time	Act. Time	Sched. Comp.	Procedure	Est. Time	Act. Time
<input type="checkbox"/>	<input type="checkbox"/> Obtain prod. materials	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Assemble product	_____	_____

DISPATCH DEPT.		Date Due in _____		Date Due Out _____			
		Date In _____		Date Out _____			
Sched. Comp.	Procedure	Est. Time	Act. Time	Sched. Comp.	Procedure	Est. Time	Act. Time
<input type="checkbox"/>	<input type="checkbox"/> Write procedures	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Dispatch	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Obtain codes-code env	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Return	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Line-up labor	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Return Invoicing	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Obtain Materials	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Mailed	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Make-up packages	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> To computer center	_____	_____

DATA PROCESSING DEPT.		Date Due In _____		Date Due Out _____			
		Date In _____		Date Out _____			
Sched. Comp.	Procedure	Est. Time	Act. Time	Sched. Comp.	Procedure	Est. Time	Act. Time
<input type="checkbox"/>	<input type="checkbox"/> Obtain source docu.	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Copy tape	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Key punch	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Sort	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Verify	_____	_____	<input type="checkbox"/>	<input type="checkbox"/> Print Labels	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Record on tape	_____	_____				

OFFLINE PROCEDURES		Est. Time	Due	Act. Time	Notes
<input type="checkbox"/>	<input type="checkbox"/> Projections	_____	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Inventory	_____	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Mailing Lists	_____	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/> Photographs	_____	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____

POSTING INFORMATION	Person _____	Date Posted _____
Inventory Forecast _____		
Print Forecast _____		
Manpower Forecast _____		

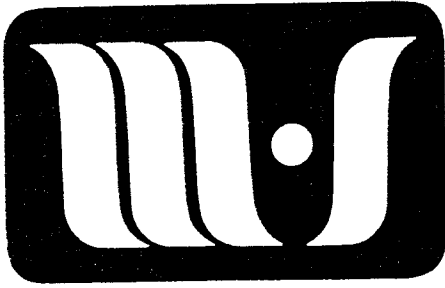
NOTES:

Luck Scope

The Code Book records the unique number that is assigned to an individual newspaper when an ad is placed.

1-368 Eau Claire Press
 1-369 La Crosse Press
 1-370 Marshfield Press
 1-371 Stevens Point Press
 1-372 Wausau Press
 1-373 Wisconsin Rapids Press
 1-374 Pyle's Chaffin, Colorado
 1-375 Sioux City, Iowa
 376 Reno, Nevada
 377 Corpus Christi
 378 Springfield, Mo.
 379 Anchorage, Alaska
 380 Indianapolis
 381 Patuxent, N. J.
 382 Pasco, Wash.
 383 Gary, Ind.
 384 Hammond, Ind.
 385 Dallas News
 386 Akron Beacon
 387 Cincinnati Post
 388
 389 Harrisburg Pa
 390 Portland Me
 391
 392 Connellsville Pa
 393 Greensburg Pa
 394 Indiana Pa
 395 Latrobe Pa
 396 Somerset Pa
 397 Trenton Pa
 398 Clera Ohio
 399 -
 400 Camden N.J.
 401 Columbus Disp
 402 San Jose
 403 Van Nuys
 404 Houston, Tex
 405 N.Y. Post
 406 Portland Me
 407 Hamilton Ont

1-408 Monmouth
 409 Natl. Eng.
 410 Jersey City
 411 Newark Star
 412 Staten Island
 413 Long Island
 414 Astoria Park
 415 Cleveland Press
 416 Detroit Free
 417 Honolulu Star
 418 Las Vegas
 419 Philadelphia
 420 Sacramento Bee
 421 San Antonio
 422 Springfield Ill
 424 Los Angeles
 425 Sacramento Bee
 426 Honolulu
 427 Bergen County
 428 Green City
 429 Deduct Ill
 430 Ridgewood, N.Y.
 432 Perth Amboy
 433 Beaver Falls
 435 Butler Pa
 436 Jeannette Pa
 437 McKeesport Pa
 439 Uniontown Pa
 442 Youngstown O
 445 Newburgh O
 449 Buffalo
 450 Boston Herald
 451 Reading Pa
 452 Richmond Va
 453 Toledo Blade
 454 Chicago Sun
 455 Kansas City
 456 Newark
 457 San Bernardino
 458 Austin American
 459 Pueblo Chieftain



Media Service Corporation

4626 Cleveland Avenue N.W.

Canton, Ohio 44767

Phone (216) 494-5065

Date _____ Order No. _____
TO: _____

CLIENT _____ INSERTION ORDER

Insertion Date	Ad Title/subject	Space	Rate	Cost
<div style="border: 2px solid black; padding: 10px; text-align: center;"> <p>This form, along with the velox copy of the advertisement, is sent to each newspaper in which the ad is to appear. Allow approximately 3 weeks lead time on placement.</p> </div>				

INSTRUCTIONS _____

Please send one complete section containing the ad to Media Service

Please send 6 tearsheets to client at the following address:

GROSS: Total Cost	\$
LESS: Agency Commission	\$
LESS: Cash Discount	\$
Other Discounts or Charges	\$
NET: Total Cost	\$

Authorized by _____ Shirley Siedler, Media Director

SPACE AD RETURNS

Code _____

Promotion: _____ Version: _____

Media: _____

On Sale Date: _____ Circulation: _____

Net Promo Cost: _____ Cost/M (Net): _____

Breakeven Orders: _____ Gross Profit: _____

Tear Sheet Information: _____

DAY	DATE	NUM	TOT	PROJ. PCT.	PROJ. ORD.	PCT.	DAY	DATE	NUM	TOT	PROJ. PCT.	PROJ. ORD.	PCT.
1							41						
2							42						
3							43						
4							44						
5							45						
6							46						
7							47						
8							48						
9							49						
10							50						
11							51						
12							52						
13							53						
14							54						
15							55						
16							56						
17							57						
18							58						
19							59						
20							60						
21							61						
22							62						
23							63						
24							64						
25							65						
26							66						
27							67						
28							68						
29							69						
30							70						
31							71						
32							72						
33							73						
34							74						
35							75						
36							76						
37							77						
38							78						
39							79						
40							80						

This form provides fingertip access to the performance history of a product. It is a complete record, a running account kept day by day of how well a promotion is selling. A separate sheet is kept for each newspaper running the advertisement, thus providing historical information. (See Book II, Chapter 3, Section D for more detailed information.)

FORM 700 - DAILY MAIL DROP AND AD PLACEMENT RECORD SHEET

YOUR NAME _____

DATE _____

ALL SOLICITATION MAIL

☐ Initial drop☐ Succeeding drop☐ Test☐ Production

Serial No: _____

Number dropped _____

List: _____ ☐ First class ☐ Bulk ☐ Third class ☐ Fourth class

Mailing Name: _____

Mailing Pkg. Description: _____

Code Used: _____

ALL SPACE AD PLACEMENT

Publication: _____ City _____ State _____

Position Of AD: _____

Run Dates: _____

Solicitation for: _____

This form is completed any time a promotional test or product fulfillment is mailed. Information contained in the drop sheet is recorded on the Direct Mail Return Sheet, Form No. 210.

AD Description: _____

Circulation: _____ Total Cost _____

Code: _____

Back up Media Used: _____

ALL FULFILLMENT

Product Number: _____ Number dropped: _____

Product Description: _____

☐ First Class☐ Bulk☐ Third Class☐ Fourth Class

ALL MISCELLANEOUS MAIL DROPS

Description: _____

Number dropped: _____ ☐ First Class ☐ Bulk ☐ Third Class ☐ Fourth Class

Code: _____

Comments: _____

DIRECT MAIL RETURNS

Product Code _____ Code _____

Promotion _____ Version _____

Promotion Cost _____ Cost/M _____ Gross Profit _____

DAY	DATE	NUM	TOT	PROJ. PCT.	PROJ. ORD.	PCT.	DAY	DATE	NUM	TOT	PROJ. PCT.	PROJ. ORD.	PCT.
1							41						
2							42						
3							43						
4							44						
5							45						
6							46						
7							47						
8							48						
9							49						
10							50						
11							51						
12							52						
13							53						
14							54						
15							55						
16							56						
17							57						
18							58						
19							59						
20							60						
21							61						
22							62						
23							63						
24							64						
25							65						
26							66						
27							67						
28							68						
29							69						
30							70						
31							71						
32							72						
33							73						
34							74						
35							75						
36							76						
37							77						
38							78						
39							79						
40							80						

This form serves the same function as Space Ad Returns. Form number 208. The only difference between the two is that Form number 208 is kept for all advertising done in space (Newspapers, supplements, weeklies, etc.) while this form is used for all direct mail solicitations.

Done 2-26-75

PROJECTION TABLE

DAYS	FIRST CLASS MAIL	BULK MAIL with STAMPS	NEWSPAPER SUNDAY SUPPLEMENT	NAT. ENQUIRER	MIDNIGHT	COMICS	MO. MAG.
1							.01
2							.01
3			.026			.04	.01
4			.145	.003		.24	.01
5	.02		.30	.018		.42	.02
6	.07		.44	.04	.009	.53	
7	.22	.0065					.05
8	.32	.0095					
9		.03	.61	.13	.03	.68	.06
10		.06	.64	.23	.04	.71	.07
11	.41	.08	.67	.29	.06	.73	.08
12	.45	.14	.71	.34	.07	.76	
13	.52	.17	.74	.41	.08	.79	
14	.55	.22					.13
15	.59	.26					.14
16		.31	.78	.53	.13	.82	.15
17		.34	.79	.57	.15	.83	.18
18	.71	.42	.81	.59	.20	.84	.22
19	.72	.47	.82	.61	.23	.86	
20	.77	.50	.83	.64	.27	.87	
21	.79	.53					.29
22	.80	.58					.32
23		.61	.85	.69	.37	.88	.34
24		.65	.86	.69	.39	.89	.37
25	.84	.66	.86	.69	.43	.89	.40
26	.85	.69	.87	.70	.49	.90	
27	.86	.70	.88	.71	.53	.90	
28	.87	.71					.45
29	.87	.73					.46
30		.73	.88	.75	.63	.91	.48
31		.76	.89	.75	.63	.91	.51
32	.88	.77	.89	.76	.65	.92	.53
33	.88	.80	.90	.77	.69	.92	
34	.88	.81	.91	.78	.72	.92	
35	.88	.82					.56
36	.89	.83					.57
37		.84	.92	.82	.76	.93	.59
38		.84	.92	.83	.77	.93	.61
39	.90	.82	.92	.84	.78	.93	.62
40	.90	.82	.92	.84	.80	.94	
41	.90	.82	.92	.85	.80	.94	
42	.90	.82					.65
43	.91	.83					.65
44		.84	.93	.87	.83	.94	.66
45		.85	.93	.87	.83	.94	.68
46	.92	.85	.93	.88	.84	.94	.69
47	.92	.87	.93	.88	.85	.95	
48	.92	.87	.93	.89	.86	.95	
49	.92	.87					.71
50	.92	.87	.94	.90	.88	.95	.71
51		.87					
52		.88					
53		.88					
54		.90					
55		.92					
56		.92					
57		.92					
58		.92					
59		.94					
60	.97	.94	.95	.93	.91	.97	.77
70	.97		.96	.95	.93	.97	.81
80	.98		.97	.96	.95	.98	.85
90	.99		.97	.96	.96	.98	.86
100	.99		.97	.97	.97	.98	.88
110	.995		.98	.97	.98	.98	.90
120			.98	.98	.98	.99	.91
130			.98	.98	.98	.99	.92
140			.98	.99	.99	.99	.92
150			.99	.99	.99	.99	.93
160			.99	.99	.99	.99	.94
170			.99	.99	.99	.99	.94
180			.99	.99	.99	.99	.95
190			.995	.995	.995	.995	.95
200							.96
250							.97
300							.99
360							.99

See Book II, Chapter 3, Section D for more detailed information.

AMERICAN HEALTH FOODS, INC. **QUALITY CONTROL DAILY PACKAGING REPORT**

Inspector _____

Location _____

Date _____

NOTE: If answering no to any questions, write details on reverse side of this form.

Yes No

A. Beginning of each day:

1. Is packaging area neat and clean? ☐ ☐
 - a) Floor scraped & broomed in area of packing tables & QC table? ☐ ☐
 - b) Paper & trash on the floor? ☐ ☐
 - c) Is trash container empty? ☐ ☐
 - d) Have table tops been scraped & clean cardboard placed on table? ☐ ☐
 - e) Are bags in proper number sequence? ☐ ☐
2. Is packaging equipment clean? ☐ ☐
 - a) Have scales been air blown clean? ☐ ☐
 - b) Have scoops been washed? ☐ ☐
 - c) Are weighing boxes clean? ☐ ☐
 - d) Have tape dispensers been wiped clean? ☐ ☐
3. Have scales been checked? ☐ ☐
 - a) Is ½ oz. over & under dial set to 4 lb. 2¼ oz.? ☐ ☐
 - b) Is needle set on 0? ☐ ☐
 - c) Has accuracy been checked with a 4 lb. weight? ☐ ☐
4. Are employees neat and clean? ☐ ☐
 - a) Appearance? ☐ ☐
 - b) Wearing smocks & hats? ☐ ☐
 - c) Wearing rings with sets? ☐ ☐
 - d) Wearing watch? ☐ ☐
 - e) Hands washed before working with the mix? ☐ ☐
 - f) Workers in good health? ☐ ☐

B. During the shift:

1. Check scale accuracy every ½ hour with prepacked bag. ☐ ☐
2. Spot check package weight. ☐ ☐
 - a) Weigh 3% sample per hour. Number of bags checked _____
 - b) Do not accept underweight (in red). Number of checked bags underweight _____
 - c) Do not accept more than ¼ oz. overweight (in red). Number of bags overweight _____
3. Is the mix clean & wholesome to the eye? ☐ ☐
4. Are bags used in number sequence? ☐ ☐
5. Are bags & cartons clean? ☐ ☐
6. Are bags & cartons sealed neatly & tightly? ☐ ☐
7. Have employees washed hands before coming back into packaging area? ☐ ☐
8. Were there any major spills? (If yes, how many lbs.?) ☐ ☐

C. Storage:

1. Are bags & cartons stored in clean dry place? ☐ ☐
2. Is bagged or cartoned mix stored directly on the floor? ☐ ☐
3. Are skids loaded so that cartons are not damaged? ☐ ☐
4. Are cartons marked with packing date? ☐ ☐
5. Is mix stored in clean dry place in truckload sequence? ☐ ☐
6. Is mix in troughs covered? ☐ ☐
7. Are mix and ingredients rotated so that oldest are used first? ☐ ☐
8. Are ingredients/Colso mix bags soiled, wet, torn, opened? ☐ ☐

D. During the lunch break:

1. Have scales been checked per step A3? ☐ ☐
2. Has trash can been emptied? ☐ ☐
3. Has paper & tape been picked up from packaging area floor? ☐ ☐
4. Are employees neat & clean per Step A4? ☐ ☐

E. At the end of the day:

1. Are AHF supplies returned to the storage area? ☐ ☐
 - a) Tape & tape dispensers? ☐ ☐
 - b) Bags? ☐ ☐
 - c) Scales & weights? ☐ ☐
2. Have purchase orders been signed for all mix packed & shipped? ☐ ☐
3. Production Statistics

a)

MIX/INGREDIENTS		BAG NUMBERS	
Source	Truck #	From	To

- b) How many bags were packed? _____ Cartons _____ P.O. # _____
- c) How many bags were shipped? _____ Cartons _____ P.O. # _____
- d) How many employees were working? _____
- e) How many hours did the shift last? _____

B10

A quality control form is completed when goods are delivered. The form lists the key items that should be checked prior to authorizing payment.

OUTSIDE CONTRACTOR LOG

Name _____ Seniority Number _____
(if necessary)
Address _____ Spec. Notes _____
City _____ State _____ Zip _____
Phone Number _____

[illegible]

STOCK ITEM INVENTORY

Stock No.	Location
Reorder Point	Unit of Measure
Reorder Quantity	Usage
Price Breaks	Unit Price
Description	

VENDORS

VENDORS

Name _____

Address _____

City _____ State _____ Zip _____

Phone _____

Salesman _____

☐ Vendor ☐ In House

[illegible]

This form advises the owner of what inventory is on hand — both on his premises and at the location of outside vendors — as well as what inventory is on order. Also included here is allocation of that inventory to the various promotions.

4504-1F4

NAME	COLLECTIBLE WITHIN 90 DAYS	OTHER	NAME	COLLECTIBLE WITHIN 90 DAYS	OTHER
TOTAL			TOTAL		

PREPAID EXPENSES (P11, P12, P13)							
VENDOR	ADVERTISING	FULFILLMENT	OTHER	VENDOR	ADVERTISING	FULFILLMENT	OTHER
TOTAL				TOTAL			

[illegible][illegible]

Explained in detail in Book II, Chapter 5.

WIP - IN HOUSE

[illegible]

CARRY OVER NOTES: _____

PUBLISHING CORPORATION OF AMERICA

183

EMPLOYEE NAME

SOCIAL SEC. NO.

PERIOD FROM

CO. NO.

HOME DEPT., NO. EMP. NO.

SUPERVISOR SIGNATURE

THRU

COMPUTER REFERENCE

[illegible]

The time sheet is completed by each employee and submitted to the Payroll Department at the end of each payroll period.

11347

Date _____

Terms _____

Quantity	Goods or Service Description	Price/Unit	Total Price
----------	------------------------------	------------	-------------

This form is completed for all items to be purchased or services to be obtained when the order is placed. The purpose of this is to keep track of how much money you are obligated to pay at some point in the future.

Total Purchase

P.C.A. Supplies or equipment to be used by contractor and returned

Buyer _____

Vice Presidents approval (required if purchase exceeds \$1000.00)

DAILY CASH REPORT

Account No. _____

Date _____

Balance previous day

\$ _____

Deposits:

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

Total

\$ _____

Withdrawals:

This report is prepared daily by the Accounting Department. The purpose of this form is to maintain a running total of the company's cash position. It lists all deposits and withdrawals for the day.

Postage

\$ _____

Other: _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

Total

\$ _____

Balance

\$ _____

CONFIDENTIAL EMPLOYEE HISTORY

EMPLOYEE NAME																										EMPLOYMENT DATE		STATUS <input type="checkbox"/> REGULAR <input type="checkbox"/> PART TIME <input type="checkbox"/> TEMPORARY	
YEARS OF SERVICE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	SECURITY CLEARANCE	LEVEL	DATE GRANTED

PAYROLL DATA

BIRTHDATE		SEX	SOCIAL SECURITY NO.				MARITAL STATUS		NAME OF SPOUSE				NO. OF CHILDREN	
FEDERAL WITHHOLDING:	EXEMPTIONS CLAIMED													
	ADDITIONAL AMOUNT WITHHELD													

	DATE ELIGIBLE	DATE JOINED	DATE WITHDRAWN	INSURANCE	DATE ELIGIBLE	DATE JOINED	DATE WITHDRAWN
UNION STATUS				LIFE			
PENSION PLAN				MEDICAL - SELF			
CREDIT UNION				DEP.			
				MAJ. MED. - SELF			
				DEP.			

GENERAL INFORMATION

ADDRESS	CITY	STATE	ZIP	PHONE
ADDRESS	CITY	STATE	ZIP	PHONE
ADDRESS	CITY	STATE	ZIP	PHONE
ADDRESS	CITY	STATE	ZIP	PHONE

IN EMERGENCY NOTIFY	RELATIONSHIP	CITY	STATE	ZIP	PHONE
	RELATIONSHIP	CITY	STATE	ZIP	PHONE

RELATIVES OR FRIENDS EMPLOYED BY THIS CO.	NAMES	RELATIONSHIP	NAMES	RELATIONSHIP

EDUCATION	ELEM. _____ JHS _____ SHS _____	SPECIAL SKILLS OR TRAINING	
	COLLEGE 1 2 3 4 MAJOR _____		
	OTHER _____		

TERMINATION RECORD

<input type="checkbox"/> RESIGNATION	REASON	
DATE _____		
<input type="checkbox"/> DISMISSAL	REASON	
DATE _____		
RECOMMENDED FOR RE-EMPLOYMENT	REASON	Completed at the time an employee is hired, the Confidential Employee History contains pertinent payroll data and general information.
<input type="checkbox"/> YES <input type="checkbox"/> NO		



ACTION MARKETS:

1710 Highway 35 / Oakhurst, New Jersey 07755 / Telephone: New York (212) 473-2139, 40
New Jersey (201) 531-9200

Mar. 3, 1978

"REQUEST FOR LIST RENTAL APPROVAL" ON THE FOLK MEDICINE LIST

ENCLOSED YOU WILL FIND A SAMPLE MAILING PIECE FROM

A.B.C. Company

THEY WOULD LIKE TO RENT 5,000 NAMES FROM

YOUR MAILING LIST FOR A MAIL DATE OF 4/8/78.

REQUESTED DELIVERY DATE OF 3/17/78.

THIS IS A TEST: X

THIS IS A CONTINUATION OF ORDER #

ME

Accepted by P.C.A.

Accepted by P.C.A.

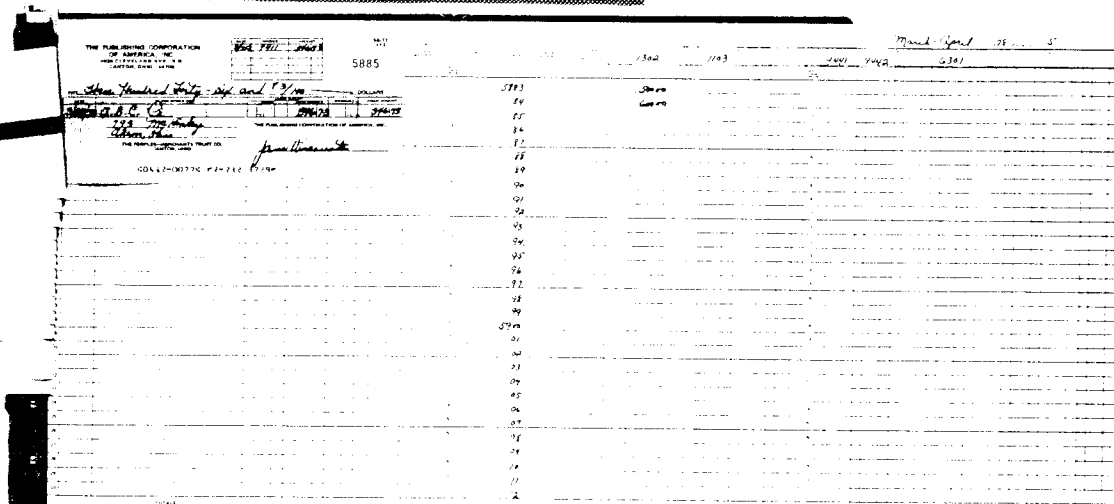
This form is completed by the list broker whenever a company wishes to rent our customer list. It records our agreement or disagreement with renting to a particular client with a particular mailing piece.

Thank you,

Managing Director

TO BE PAID WITHIN 60 DAYS.
TO: THE PUBLISHING CORPORATION OF AMERICA

Form 235

[illegible]

-47-

D. Organization

Several key questions that must be answered and included in your goals and objectives are: "Shall I start the business in my home and keep it there?" "Do I want to hire people, rent buildings and equipment?" "Do I want to work full time?" The type of organization you build depends on your goals and objectives.

Whether you decide to keep the business small and work out of your home, or to rent a building and equipment and hire people, the same business functions must be present. The following organization plans can be used to fit into your decision.

Minimal Size

If you should decide not to hire people and assemble your NPGS as a one-man operation, it can be done. Refer to the System Flowchart in Figure 2. Items I. and II. can be completed without involvement with other people. Item III. will require an expenditure to an advertising agency to typeset your ad. If you are using Direct Mail you will also need to have your promotion printed by a commercial printer.

Items IV. through VI. will require a small work area in your home for stuffing and stamping direct mail letters and for opening and recording incoming mail orders from your test.

Items VII. through XII. require large amounts of people, space and money. Therefore, you must find a company who will handle the rest of the job for you. The easiest way to do this is to turn over your NPGS to a company and work on a royalty basis. Based on the work completed, you should be able to receive 6% of the gross sales as a royalty for your effort.

My company, P.C.A., would be interested in such a proposal. There are numerous direct response companies that would also be interested in tested NPGS's. To find a list of potential companies that can be contacted, request a copy of the DMMA membership roster by writing to DMMA at 6 East 43rd Street, New York, New York 10017.

Small Size

For the organization of a small company depicted in Figure 3, you will need approximately 3,000 - 4,000 square feet. This company will require about 8 to 15 people. This organization chart assumes that Items I. through VI., Item VII. (space only), Item X., and Item XI. on the System Flowchart (Figure 2) are done in-house while the remaining tasks are subcontracted.

Large Size

If we assume sales of three to five million dollars, this classical method of organization would require a building of approximately 10,000 to 14,000 square feet, and people — ranging from a maximum of 70 down to a minimum of 50. The organization depicted in Figure 4 assumes that all functions except the actual product fulfillment be handled in-house. By

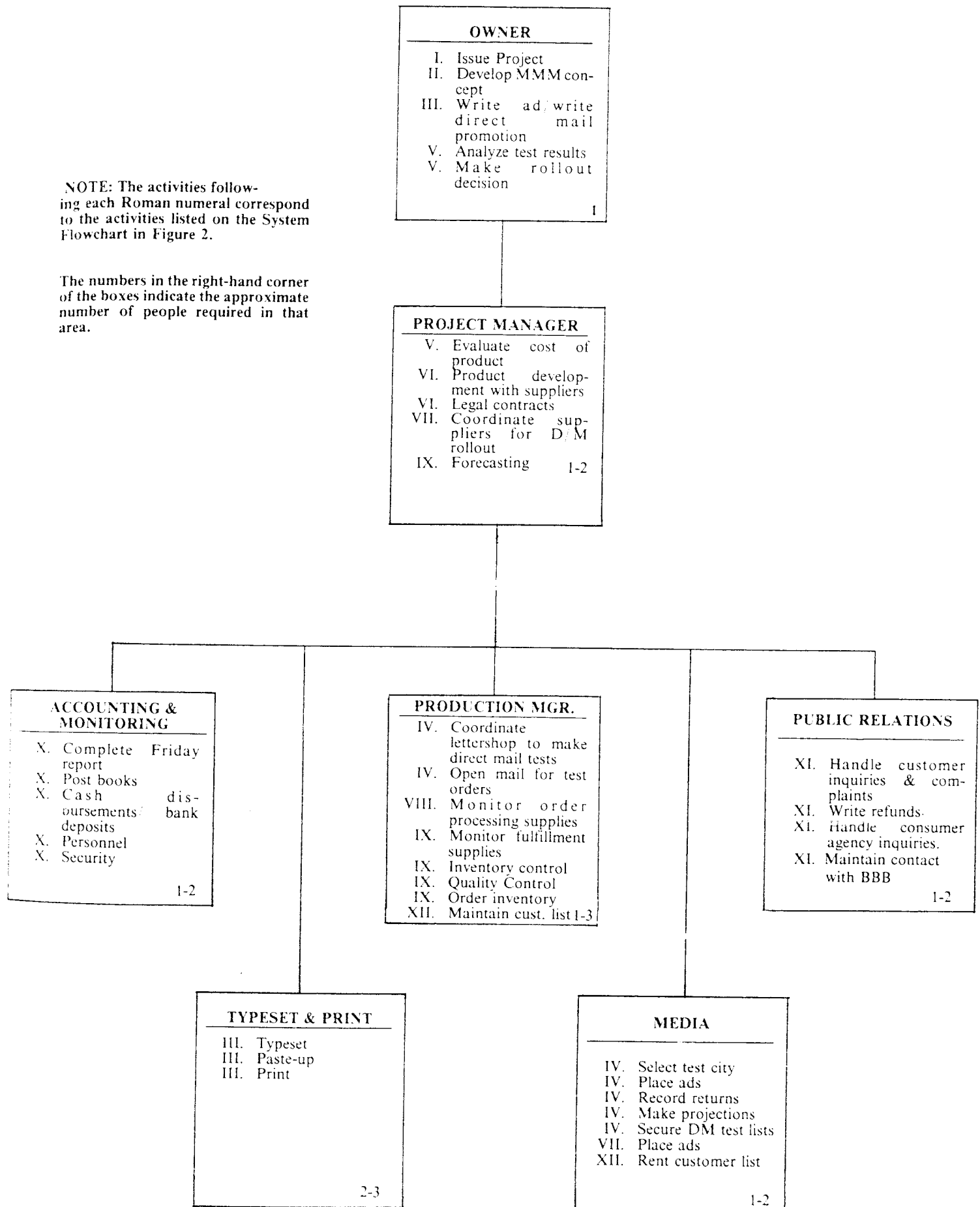
actual product fulfillment, I am referring to those activities in Item IX. on the System Flowchart that involve the actual storing and shipping of the product.

ORGANIZATION CHART FOR A SMALL COMPANY (Approximately 8 - 15 people)

(FIGURE 3)

NOTE: The activities following each Roman numeral correspond to the activities listed on the System Flowchart in Figure 2.

The numbers in the right-hand corner of the boxes indicate the approximate number of people required in that area.



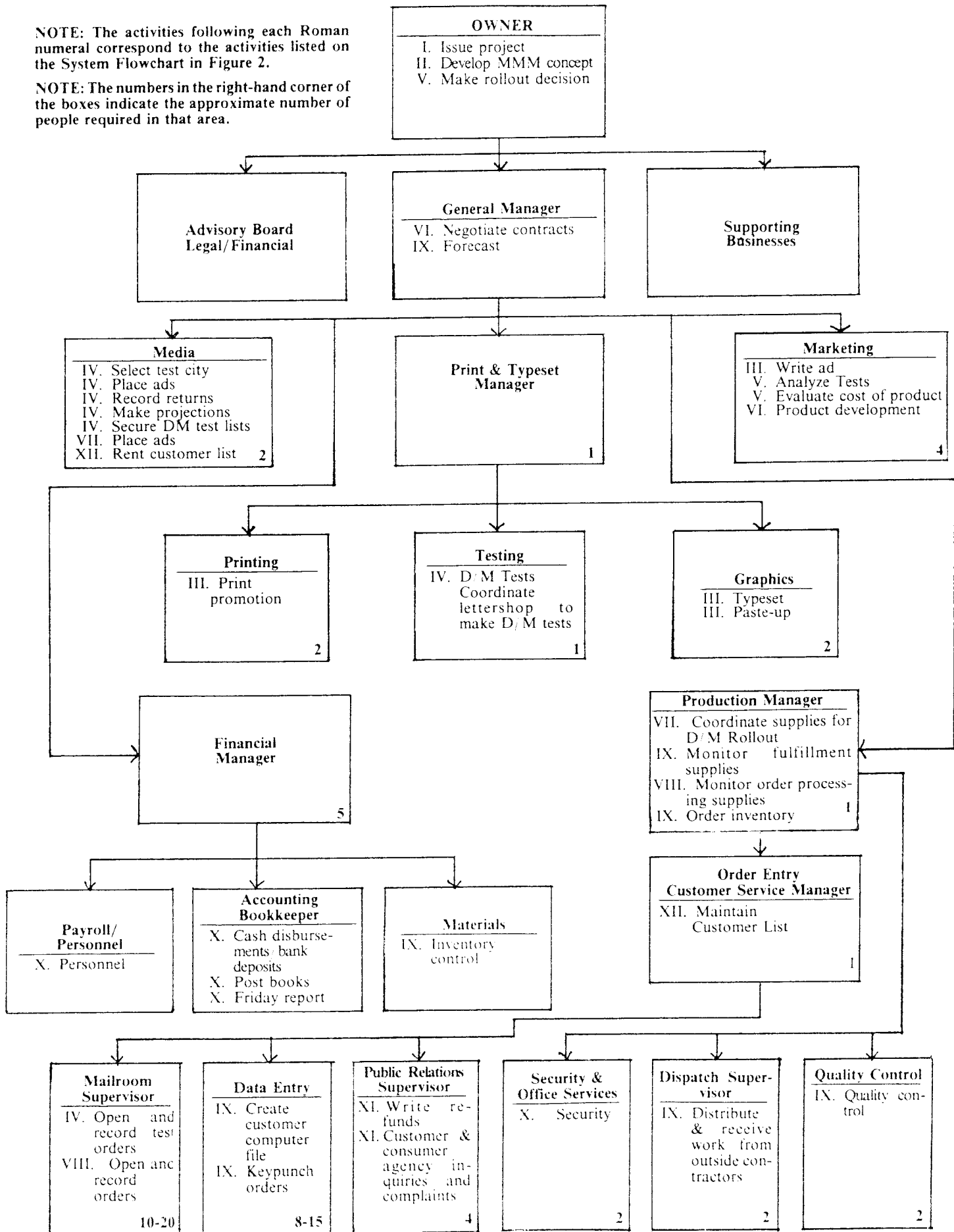
ORGANIZATION CHART FOR A LARGE COMPANY

(Approximately 50 - 70 people)

(Figure 4)

NOTE: The activities following each Roman numeral correspond to the activities listed on the System Flowchart in Figure 2.

NOTE: The numbers in the right-hand corner of the boxes indicate the approximate number of people required in that area.



CHAPTER 3.
Step 3 —PRODUCING A PROFITABLE MARKET,
MESSAGE, MEDIA SYSTEM

A. Producing a Profitable Market

The M's of business represent the critical components that are necessary for a successful business. Standard teachings tell you that there are 6 M's: market, manager, money, men, machines, and materials. The most important M is Market. There are two missing M's from standard teaching, Media and Message, whihc interact with market to form a critical functioning entity.

We define the three M's in this manner: the first M, market, means that there must be a market for your product, or it will not sell. There are certain products people want and there are products they do not want. Very simply, to be successful your product has to be one that people want. Or stated in another, classical way, there must be a demand for your product. The second M is media. Media is that area where selling and buying will take place. Media must provide adequate facilities for selling and buying to take place. Sometimes the selling and buying take place in one media at the same time. Sometimes the selling takes place in one media at one time, the buying takes place in another media at another time.

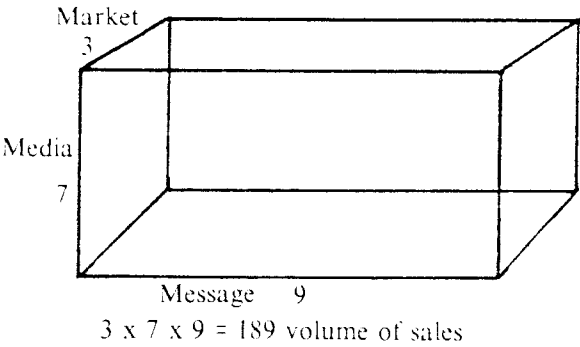
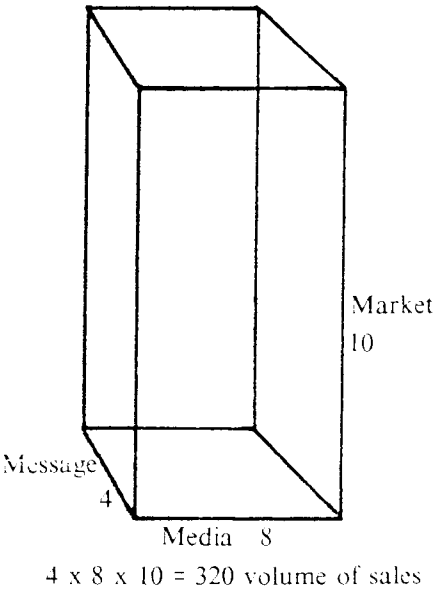
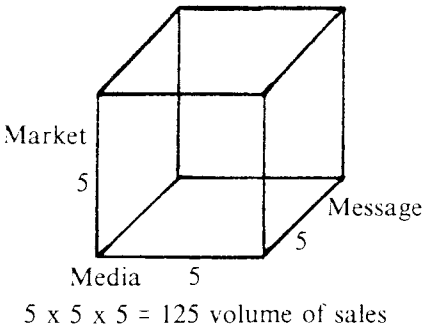
The first critical requirement of a good media is that it match the product. You aren't going to sell a lot of pork sausage at a Jewish picnic, but you'll probably do quite well selling the sausage at a Polish picnic. Second requirement of a good media is that your selling message and product and your customer make contact. You will be surprised at how much this obvious requirement is overlooked by businessmen. In the direct mail business, for instance, if your direct mail advertisement is not seen, you obviously are not going to sell many of the products in question. The third M is your message. Message is defined as your selling message or advertisement promotion. If the customer is going to buy your product, first of all he must know what it is. He must know what benefits it can bring him. He must know the price and he must know how to get it. A good promotion must capture the customer's attention and inform him quickly and clearly of the product's benefit, price, and how to obtain it.

Now the function of the three M's is to produce sales — the more sales of course, the better. Here is a formula few people in the business world know about. This is THE most important thing, or at least one of the most important things that you will learn in this book. The volume of sales that will be produced is the function of the interaction of market, media and message. The exact relationship of this function is described as follows:

Volume of sales = market power coefficient x media power coefficient x message power coefficient — which simply means that we're going to rate the power of the market, media and message with a coefficient, or strength indicator on a scale. Let's choose the scale of 1 - 10. Let's say that the three M's multiplied together have to come up with a product or sales volume of 125 in order for you to have a profitable good business venture. That means you have to have an average scale value of at least 5 for all three M's. Therefore, $5 \times 5 \times 5 = 125$. Or, any other combination such as a 10, a 5 and a 3, or two 10's and a 2, or whatever combination gets you over 125.

Now, it is possible to have the best media in the world, or a number 10 rating, the best advertising promotion, or message, in the world with a number 10 rating and have a product with no market, or zero rating and get absolutely no sales because you have a zero multiplier there. Or, you can have a product that everybody wants with a number 10 rating, a great advertising promotion or message to sell it with a number 10 rating, but if your promotion never gets seen, again you have a zero multiplier for the media, and again, no sales.

Another way to state this point is through the geometric figure below. Think of a box. The dimensions of this box are the 3 M's and the cubic volume of this box represent sales.



How to select a product

Selecting the right product to sell is one of the biggest factors in the success of your business. Before you select a product, you must first identify a market. What do people want? What do they need, or think they need? Let me illustrate it. The year was 1876. A station agent and telegrapher in Redwood Falls, Minnesota, had an unclaimed watch on his hands. He wrote a letter to a person he thought might be interested in buying such a watch. The person bought it. Then word got around that somebody had bought a nice watch for a decent price. More people wanted watches. The station agent identified this demand as a market, and teamed up with a jeweler so they could manufacture and sell more watches. Today there is hardly a person who is not familiar with the operation of Richard Sears and his partner, A.C. Roebuck, founders of the world's largest mail order firm.

If you want a successful business, you've got to sell what is selling. A product that has sold before will sell again. This lesson can be both tough and heartbreaking to learn. You may want to sell a new invention, something you've worked on for years. Your idea could be sound from all standpoints. But without an existing market, your chances of successfully selling your product are next to none.

Your chances are not much better for creating a market. It is possible, but very costly and time consuming. Each day somebody tries to invent a new market or product. You see the ads once or twice — then they disappear. In most cases, the company folds. Along with everything else, the owner probably lost the shirt off his back. If you can swallow your pride right now, your chances of avoiding this grief and making some big money are greatly increased.

In choosing a market, forget about your personal tastes and opinions from friends and relatives. What you need is facts, not opinions. What sells . . . what fails? What is a fact is that basic human emotional needs can be boiled down to four things: love, money, pride and self-preservation. A market that strongly aligns with any of these general needs is a good bet.

Now you're ready to choose a product in that field. You want a product that is in demand — one that has sold in large quantities through the mail. The first place to look is in mail order ads. Check the mail edition of city newspapers. Study the mail order ads in rural weeklies, in trade journals. Get as many as you can.

Your local library should have a copy of Standard Rate & Data Service — Consumer Magazine and Farm Publications. (If they don't, try an advertising agency.) Request a sample and advertising rate card from each publication with about 100,000 or more circulation. That's a lot of samples, but you will really need these magazines.

Next, find a bookstore that offers back issues of magazines. Go back 10, 20 years, as far back as you can — as many magazines as you can find. Don't overlook a magazine just because it is not your type of reading. It is not so much the magazine, but the ads, that will help you.

Make a list of all the mail order products you find in your old and new samples. At first it will seem like there are so many products. But then you will notice repeats. Lots of them, over and over, month after month, year after year.

The fact is, there are relatively few mail order products that have survived the test of time. This may come as a surprise to you. But stop and think about it. Offering a product by mail, asking a prospect to buy a product he has not actually seen from a company he may never have heard of. Add to this two more facts: (1) Direct mail selling pitches are weak, compared to a salesman meeting a customer face to face. (2) A customer generally has to fill in an order form, write a check, seal and stamp an envelope and deliver it to a mail box to order a product by mail. That's a lot of work. So you can see that a market has to be really strong and a product has to be really special if it's going to sell by mail. You'll notice as you go through ad samples that some products appear once or twice then disappear. The ones that repeat year after year are pulling profits. You can be sure of it. No one can afford to run an ad that loses money.

The winners that you find are an education in themselves. They show you what copy style is successful for that product. Also, which medium to use. If the ad has repeated in magazines, place your ad in magazines; if in newspapers, place your ad in newspapers. This is where your customers are.

Now you'll want to find how large a market exists for a certain item. Standard Rate and Data Service — Direct Mail Lists can be a big help. This reference includes mailing lists for just about all items purchased through mail order. The company, product, cost of product, the number of customer who have purchased the product and other important data are included. (More on rental lists in Book III, Chapter 6.)

The following list is a typical classification breakdown in the S.R.D.S. directory:

BUSINESS SECTION

Advertising & Marketing
Air Conditioning, Plumbing & Heating, Sheet Metal & Ventilating
Amusements
Appliances
Architecture
Arts
Automatic Data Systems
Automotive, Automobiles, Tires, Batteries, Accessories, Service Stations, Garages
Aviation & Aerospace
Baking
Banking & Financial
Barbers
Beauty & Hairdressing
Boating
Books & Book Trade
Bottling
Brewing, Distilling & Beverages
Brick, Tile, Building Materials
Brushes
Building
Building Management & Real Estate
Business Executives
Business Firms
Camps & Camping
Cemetery, Monuments & Funeral Suppliers
Ceramics
Certified Public Accountants and Accountants
Chain Stores
Chemical & Chemical Process Industries

China & Glassware
 Clothing & Furnishing Goods (Men's)
 Clothing & Furnishing Goods (Women's)
 Coal Merchandising
 Coin-Operated and Vending Machines
 Confectionery
 Control & Instrumentation Systems
 Corsets, Brassieres & Undergarments
 Cosmetics
 Dairy Products
 Dental
 Department, General Merchandise and Specialty Stores
 Discount Marketing
 Display
 Draperies & Curtains
 Drugs, Pharmaceuticals
 Educational
 Electrical
 Electronic Engineering
 Engineering & Construction Engineers
 Farm Implements & Supplies
 Fashion Accessories
 Feed, Grain and Milling
 Fertilizer and Agricultural Chemicals
 Fire Protection
 Fishing Commercial
 Floor Coverings
 Florists & Floriculture
 Food — Processing and Distribution
 Funeral Directors
 Fur Trade, Fur Farming, Trapping, Etc.
 Furniture & Upholstery
 Gas
 Giftware, Antiques, Art Goods, Decorative Accessories, Greeting Cards, Etc.
 Glass
 Golf
 Government Administrative Services & Public Works — Municipal, Township, County, State, Federal
 Grocery
 Hardware & Housewares
 Home Economics
 Home Furnishings
 Hospitals & Hospital Administration
 Hotels, Motels, Clubs & Resorts
 Industrial Distribution
 Industrial Purchasing
 Infants', Children's & Teen Age Goods
 Institutions
 Insurance
 Interior Design & Decorating
 International Trade
 Jewelry & Watchmaking
 Journalism
 Landscape, Garden Supplies, Seed and Nursery Trade
 Laundry and Dry Cleaning
 Leather, Boots & Shoes
 Legal
 Lighting & Lighting Fixtures
 Linens & Domestic
 Luggage & Leather Goods
 Lumber & Forest Industries
 Maintenance
 Maritime, Marine, Shipbuilding, Repair & Operating

Materials Handling & Distribution
 Meats & Provisions
 Medical & Surgical
 Metal, Metalworking & Machinery
 Mining (Coal, Metal & Non-metallic)
 Motion, Talk, Sound, Commercial Pictures, Etc.
 Motor Trucks & Accessories
 Motorcycle & Bicycle
 Moving & Storage
 Music & Music Trades
 Notions & Fancy Goods
 Nursing & Health
 Ocean Science and Engineering
 Office Equipment & Stationery
 Office Methods & Management
 Oils (Vegetable)
 Optical & Optometric
 Packaging (Mfrs.) Paperboard
 Packaging (Users)
 Paint, Painting & Decorating
 Paper
 Parks, Public
 Petroleum & Oil
 Pets & Pet Supplies
 Photographic
 Plant & Manufacturing Executives
 Plastics & Composition Products
 Plumbing
 Police, Detective & Sheriff
 Pollution Control
 Poultry & Poultry Products
 Power & Power Plants
 Printing & Printing Processes
 Produce (Fruits & Vegetables)
 Product Design Engineering
 Public Transportation
 Radio & Television
 Railroad
 Refrigeration
 Religious
 Rental and Leasing Equipment
 Reproduction — Implant & Commercial
 Restaurants and Food Service
 Roads, Streets, Etc.
 Roofing
 Rubber
 Safety, Accident Prevention
 Sales Management
 Schools & School Administration
 Science, Research and Development
 Selling & Salesmanship
 Sporting Goods
 Stone Products, Etc.
 Sugar & Sugar Beets
 Swimming Pools
 Tea, Coffee, Spices
 Telephone & Telegraph
 Textiles and Knit Goods
 Tobacco
 Toys, Hobbies and Novelties
 Trailers & Accessories
 Transportation, Traffic, Shipping & Shipping Room Supplies
 Travel
 Venetian Blinds/Storm Windows
 Veterinary
 Water Supply & Sewage Disposal
 Welding
 Wire & Wire Products
 Woodworking

CONSUMER SECTION

Almanacs & Directories
 Art & Antiques
 Automotive
 Aviation
 Babies
 Boating & Yachting
 Brides
 Business & Finance
 Children's
 —Collectibles
 College & Alumni
 Contributors (Philanthropic)
 Crafts, Hobbies & Models
 Credit Card Holders
 Dancing
 Dogs & Pets
 Dressmaking & Needlework
 Education & Self Improvement
 Epicurean & Specialty Foods
 Ethnic
 Fashions
 Fishing & Hunting
 Fraternal, Professional Groups, Service Clubs & Associations
 Game Buyers, Contest and Puzzle Participants
 Gardening (Home)
 General
 General Merchandise Mail Order Buyers
 Gifts — Gift Buyers
 Health
 Home & Family Service
 Horses, Riding & Breeding
 Insurance Buyers
 Investors
 Labor — Trade Unions
 Land Investors
 Literature & Book Buyers
 Mechanics & Science
 Men's
 Military, Naval & Veterans
 Music & Record Buyers
 Occult, Astrological & Metaphysical
 Occupant & Resident
 Opportunity Seekers
 Photography
 Political & Social Topics
 Premium & Catalog Buyers
 Professional
 Religious & Denominational
 Senior Citizens
 Society
 Sports
 Teenagers
 Travel
 Women's

FARM SECTION

Dairy & Dairy Breeds
 Diversified Farming & Farm Home
 Farm Education & Vacations
 Field Crops & Soil Management
 Land Use & Conservation
 Livestock & Breed
 Poultry

Sales statistics derived from S.R.D.S. show that the current best selling products in mail order are in the following markets:

1. BOOKS — "how to" titles, hobby & crafts, children's titles, health and exercise lead the list. 21.4 million
2. WEARING APPAREL — sportswear, hosiery, shoes, uniforms, handbags, small leather goods and accessories. 9.9 million
3. HOBBY & CRAFT ITEMS — do-it-yourself kits, needlepoint kits, sewing items and related hobby tools. 8.9 million
4. HOUSEWARES — decorative home items and gifts. 8.1 million
5. AGRICULTURE — plants, seeds. 7.4 million
6. AUTOMOBILE — repair manuals, parts, accessories. 6.4 million
7. COSMETICS — make-up, fragrances and beauty aids. 5.9 million
8. HEALTH & COMFORT — vitamins, diet plans, exercise devices. 5.8 million
9. FOODS — fruits, cheese, meat, jams & jellies. 5.5 million
10. ENTERTAINMENT — records, films, stereo equipment, games. 4.2 million
11. SPORTS & OUTDOOR EQUIPMENT — golf, fishing, tennis items, camping equipment, camper, trailer & motorhome accessories. 3.7 million
12. GREETING CARDS & STATIONERY. 2.7 million
13. DEVICES & GADGETS — calculators, scissors, knives, photography accessories. 2.2 million
14. COLLECTOR'S ITEMS — stamps, plates, coins. 1.5 million
15. CHILD CARE & NURSERY ITEMS — toys, new mother products. 1.1 million

After you have identified a strong market, there are four ways you can go in choosing a product to fit that market: (1) Sell an identical product that is currently selling. This is obviously your best bet. What has sold before will sell again. Mail order history has proven this consistently. (2) Sell a bigger and better version of the same product. We say that this is second best because in the course of trying to make a product bigger and better you may inadvertently change the key factor which made the product sell. (3) Try to identify the key factor

that made the product sell and tailor a product more suitable to that key factor. (4) Sell a product that has been victimized by poor use of message and/or media. This is extremely difficult for a beginner, but many experienced businessmen have prospered from such a find.

5 Common mistakes to avoid In selecting your first product

There are many reasons why 69,999 out of 70,000 new mail order businesses fail each year. One reason, of course, is selecting the wrong product. These are the five mistakes that beginners make most frequently when selecting a product:

1. **Playthings & fads.** All too frequently a beginner will choose a novelty or one-time-only plaything to sell. New fads and trinkets always seem to appeal to beginners. Consumers, however, find very limited value in these products. The seller's profits, therefore, are also limited. Mail order professionals long ago discovered the difference between profit and loss in almost any business is the difference between creating a customer and merely making a sale. Making one sale to one person does not generate profits. In order to keep your business prospering each year, you have to encourage repeat orders. Either sell the same product or a related one to the same person. Playthings and fad items just won't make it.
2. **Low quality product & packaging.** Another common mistake is to expect a big profit for poor merchandise and little effort. You may get away with it once, but you can be sure there will be no second time. Customers always remember low quality merchandise that arrives cheaply packaged or damaged. Think of how delighted you were when your postman delivered the beautiful broken vase that was supposed to be Aunt Ethel's Christmas gift. It is your responsibility to give your customers a good quality product that is at least worth its purchase price. (Your mark up should allow you a reasonable profit even when you do spend a few cents more on packaging.) Remember, each order that you fill represents you — the image you want to project. Never send out a product that you would not be proud to personally hand to your customer.
3. **Perishable goods.** Many a dollar is made each day by selling food items through the mail. Eggs, meat, cheese, fruit, nuts and jellies are especially successful products. But they are all perishable goods. In general, the more perishable your product, the more inconvenient and expensive it is to ship. For a number of products refrigerated railroad cars or air freight must be used to prevent spoilage. These transportation costs are high in proportion to the product's value. In order to maintain a reasonable profit, you would have to charge a high price for your product. Large grocery chains with big selections and price ranges are tough competition for a seasoned businessman. They are even greater competition for a beginner.
4. **Common over-the-counter items.** Again, an item or service that is conveniently available from any local

merchant is not a good mail order product for a beginner. Select an item, area of information or a service that is not too common. This does not mean a new invention or a novelty — just something that is not likely to be found at the local shopping center.

Giving up manufacture control. Another important consideration is the product's manufacture. It is always better when you control the manufacturing.

This part of marketing a product usually holds little fun, but a lot of problems. There will be times when errors are made. Schedules will change. Suppliers may cause delay. Any number of things could come up to change your plans. When you have the upper hand, you can start and stop production as you see fit. An outside manufacturer cannot offer this advantage.

One final word. To find out more about selling a certain product, ask someone already established in that business or a closely related one. Ask him what his biggest problems were when he got started. Some people may be reluctant to give you the secrets of their success. But "experts" are more than happy to talk about anything and everything when you ask for "advice".

The Art of Selling Books by Mail

Books are the biggest selling mail order product in the country. Approximately 20 million books are sold by mail each year. From a seller's point of view, books have unique advantages that many other products lack.

Low cost. Buying books is relatively inexpensive from a business standpoint. If you publish something original, you could get by for just a few cents in paper and ink. Your stock can be as small or as large as you need it.

Buying an existing book from a publisher costs a little more. But quantity discounts are always available. Even if you buy a few more copies than you need, books store easily, and they don't spoil or break.

Book buyers repeat. There is one thing about book buyers that simply delight book sellers. Book buyers repeat! Once a person starts buying books by mail, it's like eating potato chips. You can't have just one.

Can absorb higher advertising costs. Because of this repeat factor and because of their low initial cost, books can stand a higher cost of advertising. This is very important. Advertising costs seem to increase each day. Some high-priced items (to the seller) cannot absorb these increases. They wind up vanishing from the mail order marketplace.

Special mailing rate. Postal rates also increase too frequently. But, sending a book is still the biggest bargain at the post office. Books have a special mailing rate that is not extended to any other product.

Selecting a Title That Will Sell

Let's assume that you are not ready to publish an original book. Now you have to find one. Preferably, you want a book

that will sell in large enough numbers to make a decent profit on the first offering. Again, you turn to the mail order rule of thumb — sell what is selling!

Some years ago Publishers Weekly, the leading magazine in the book selling industry, coined the term "best seller". Minimum sales for a best seller are 750,000 hardcover or 2,000,000 paperback. Complete listings and subject highlights of all best sellers, dating back to 1895, can be found in *80 Years of Best Sellers — 1895-1975* by Alice Payne Hackett and James Henry Burke. This is the most complete and authoritative book you can find on the most successful titles published. The following list, reprinted from *80 Years of Best Sellers*, is a combination of hardcover and paperback titles presented in order of sales through retail channels.

TITLE	AUTHOR, PUBLISHER	NO. SOLD
<i>Pocket Book of Baby and Child Care</i>	Benjamin Spock, 1946	23,285,000
<i>Better Homes and Gardens Cook Book,</i>	1930	18,684,976
<i>Webster's New World Dictionary of the American Language</i>		18,500,000
<i>The Guinness Book of World Records</i>	Norris and Ross McWhirter, 1962	16,457,000
<i>Betty Crocker's Cookbook</i>	1950	13,000,000
F <i>The Godfather</i>	Mario Puzo, 1969	12,140,000
F <i>The Exorcist</i>	William Blatty, 1971	11,702,097
F <i>To Kill a Mockingbird</i>	Harper Lee, 1960	11,113,909
<i>Pocket Atlas</i>	Hammond, 1917	11,000,000
F <i>Peyton Place</i>	Grace Metalious, 1956	10,672,302
<i>English-Spanish, Spanish-English Dictionary</i>	comp. by Carlos Castillo and Otto F. Bond, 1948	10,187,000
F <i>Love Story</i>	Erich Segal, 1970	9,905,627
F <i>Valley of the Dolls</i>	Jacqueline Susann, 1966	9,500,000
F <i>Jaws</i>	Peter Benchley, 1974	9,475,418
F <i>Jonathan Livingston Seagull</i>	Richard Bach, 1970	9,055,000
<i>The Joy of Cooking</i>	Irma S. Rombauer and Marion Rombauer Becker, 1931	8,992,700
<i>The Sensuous Woman</i>	"J", 1969	8,814,662
F <i>Gone with the Wind</i>	Margaret Mitchell, 1936	8,630,000
<i>New American Roget College Thesaurus in Dictionary Form</i>		8,442,200
<i>The Dell Crosswood Dictionary</i>	ed by Kathleen Rafferty, 1964	8,292,951
F <i>God's Little Acre</i>	Erskine Caldwell, 1933	8,258,400
F 1984	George Orwell, 1949	8,147,629
<i>Everything You Always Wanted to Know about</i>		8,000,000
<i>Sex but Were Afraid to Ask</i>	David Reuben, 1969	8,000,000
F <i>In His Steps</i>	Charles Monroe Sheldon, 1897	7,485,207
<i>The American Heritage Dictionary of the English Language</i>	1969	7,340,000
<i>Larousse French-English, English-French Dictionary</i>	1961	7,272,600
<i>Mythology</i>	Edith Hamilton	7,171,841
F <i>The Carpetbaggers</i>	Harold Robbins, 1961	7,141,156
F <i>The Happy Hooker</i>	Xaviera Hollander, 1972	7,070,892
F <i>Animal Farm</i>	George Orwell, 1946	7,020,000
<i>Roget's Pocket Thesaurus,</i>	1923	7,000,000
<i>The Late Great Planet Earth</i>	Hal Lindsey and C.C. Carlson, 1970	6,921,300
<i>The New American Webster Handy College Dictionary</i>		6,578,314
<i>How to Win Friends and Influence People</i>	Dale Carnegie, 1937	6,326,470
F <i>Lady Chatterley's Lover</i>	D. H. Lawrence, 1932	6,299,161
<i>30 Days to a More Powerful Vocabulary</i>	Wilfred J. Funk and Norman Lewis, 1942	6,200,000
<i>Chariots of the Gods?</i>	Erich Von Daniken, 1970	6,113,000
F <i>Catch 22</i>	Joseph Heller, 1961	6,096,700
F <i>I, The Jury</i>	Mickey Spillane, 1947	6,036,000
F <i>The Great Gatsby</i>	F. Scott Fitzgerald, 1925	6,005,000
<i>I'm O.K., You're O.K.</i>	Thomas Harris, 1969	6,000,000
<i>The Prophet</i>	Kahlil Gibran, 1923	6,000,000
<i>101 Famous Poems</i>	comp. by R. J. Cook, 1916	5,985,626
F <i>The Catcher in the Rye</i>	J. D. Salinger, 1951	5,940,776
J <i>Green Eggs and Ham</i>	Dr. Seuss, 1960	5,842,024
J <i>One Fish, Two Fish, Red Fish, Blue Fish</i>	Dr. Seuss, 1960	5,814,101
J <i>Hop on Pop</i>	Dr. Seuss, 1963	5,699,000
F <i>The Big Kill</i>	Mickey Spillane, 1951	5,689,545
F <i>Rich Man, Poor Man</i>	Irwin Shaw, 1970	5,648,193
J <i>Dr. Seuss's ABC</i>	Dr. Seuss, 1963	5,608,491
<i>Doctor's Quick Weight Loss Diet</i>	Irving Stillman and S. S. Baker, 1967	5,474,949
F <i>Airport</i>	Arthur Hailey, 1968	5,473,710
F <i>Exodus</i>	Leon Uris, 1958	5,394,741
J <i>The Cat in the Hat</i>	Dr. Seuss, 1957	5,296,000
F <i>My Gun Is Quick</i>	Mickey Spillane, 1950	5,274,900
F <i>One Lonely Night</i>	Mickey Spillane, 1951	

TITLE	AUTHOR, PUBLISHER	NO. SOLD
F <i>Kiss Me, Deadly</i>	Mickey Spillane, 1952	5,259,100
F <i>The Long Wait</i>	Mickey Spillane, 1951	5,245,600
<i>The Diary of a Young Girl</i>	Anne Frank, 1952	5,213,441
<i>The Power of Positive Thinking</i>	Norman Vincent Peale, 1952	5,205,000
F <i>Vengeance Is Mine</i>	Mickey Spillane, 1959	5,176,300
F <i>Fear of Flying</i>	Erica Jong, 1973	5,072,800
F <i>Doctor Zhivago</i>	Boris Pasternak, 1958	5,010,520
<i>Modern World Atlas</i>	1922	5,000,000
J <i>The Wonderful Wizard of Oz</i>	L. Frank Baum, 1900	5,000,000
<i>Black Like Me</i>	John H. Griffin, 1961	4,918,479
F <i>I Never Promised You a Rose Garden</i>	Joanne Greenberg, 1964	4,913,100
F <i>Mandingo</i>	Kyle Onstott, 1957	4,905,000
<i>The Pocket Cook Book</i>	Elizabeth Woody, 1942	4,900,000
F <i>Never Love a Stranger</i>	Harold Robbins, 1948	4,854,180
F <i>The Adventurers</i>	Harold Robbins, 1966	4,847,000
F <i>Tragic Ground</i>	Erskine Caldwell, 1944	4,810,418
F <i>The Ugly American</i>	William J. Lederer & Eugene L. Burdick, 1958	4,794,776
<i>Profiles in Courage</i>	John F. Kennedy, 1956	4,784,324
F <i>Once Is Not Enough</i>	Jacqueline Susann, 1973	4,756,000
J <i>Charlotte's Web</i>	E. B. White, 1952	4,670,516
F <i>The Good Earth</i>	Pearl S. Buck, 1931	4,635,500
<i>The Sensuous Man</i>	"M.", 1971	4,572,877
F <i>The Love Machine</i>	Jacqueline Susann, 1969	4,493,000
<i>Folk Medicine</i>	D. C. Jarvis, 1958	4,488,000
<i>Let's Eat Right to Keep Fit</i>	Adelle Davis, 1954	4,446,200
F <i>Rosemary's Baby</i>	Ira Levin, 1967	4,411,055
F <i>Return to Peyton Place</i>	Grace Metalious, 1959	4,400,000
<i>Psycho-Cybernetics</i>	Maxwell Maltz, 1961	4,350,000
<i>RCAF Exercise Book</i>	1962	4,330,000
<i>In Cold Blood</i>	Truman Capote, 1966	4,243,338
<i>Future Shock</i>	Alvin Toffler, 1971	4,213,585
F <i>Thunderball</i>	Ian Fleming, 1965	4,211,700
F <i>79 Park Ave.</i>	Harold Robbins, 1955	4,185,592
F <i>The Other Side of Midnight</i>	Sidney Sheldon, 1973	4,134,281
<i>The Boston Cooking School Cook Book</i>	Fannie Farmer, 1896	4,100,000
F <i>The Winthrop Woman</i>	Anya Seton, 1958	4,080,016
F <i>Up the Down Staircase</i>	Bel Kaufman, 1965	4,046,319
<i>A Message to Garcia</i>	Elbert Hubbard, 1898	4,000,000
F <i>Where Love Has Gone</i>	Harold Robbins, 1962	3,976,000
F <i>Hawaii</i>	James A. Michener, 1959	3,913,341
F <i>Journeysman</i>	Erskine Caldwell, 1935	3,910,155
<i>Here Comes Snoopy</i>	Charles M. Schulz, 1973	3,900,000
F <i>Portnoy's Complaint</i>	Philip Roth, 1969	3,866,488
<i>The Greatest Story Ever Told</i>	Fulton Oursler, 1949	3,858,948
<i>Kids Say the Darndest Things!</i>	Art Linkletter, 1957	3,821,608
F <i>Christy</i>	Catherine Marshall, 1967	3,797,732
F <i>Tobacco Road</i>	Erskine Caldwell, 1932	3,756,796
F <i>Goldfinger</i>	Ian Fleming, 1959	3,747,000
F <i>The Robe</i>	Lloyd C. Douglas, 1942	3,724,391
F <i>Lost Horizon</i>	James Hilton, 1935	3,714,210
<i>Good Ol' Snoopy</i>	Charles M. Schulz, 1973	3,650,000
<i>Helter Skelter</i>	Vincent Bugliosi and Curt Gentry, 1974	3,650,000
F <i>From Here to Eternity</i>	James Jones, 1951	3,646,004
F <i>Lolita</i>	Vladimir Nabokov, 1958	3,633,467
<i>Love without Fear</i>	Eustace Chessser, 1949	3,627,900
<i>Better Homes and Gardens Meat Cook Book</i>	1959	3,609,105
<i>All This and Snoopy, Too</i>	Charles M. Schulz, 1973	3,600,000
F <i>The Other</i>	Thomas Tryon, 1971	3,594,693
F <i>Trouble in July</i>	Erskine Caldwell, 1940	3,593,268

TITLE	AUTHOR, PUBLISHER	NO. SOLD
F <i>Centennial</i>	James A. Michener, 1974	3,591,763
F <i>Butterfield 8</i>	John O'Hara, 1935	3,577,729
<i>Xaviera</i>	Xaviera Hollander, 1973	3,572,000
F <i>The Case of the Sulky Girl</i>	Erle Stanley Gardner, 1933	3,564,334
F <i>Mutiny on the Bounty</i>	Charles Nordhoff & James Norman Hall, 1932	3,556,694
<i>The American Woman's Cook Book</i>	ed. by Ruth Berolzheimer, 1939	3,549,276
F <i>Duel in the Sun</i>	Niven Busch, 1944	3,501,866
F <i>Georgia Boy</i>	Erskine Caldwell, 1943	3,501,281
<i>Four Days</i>	American Heritage and U.P.I., 1964	3,500,000
F <i>The Case of the Lucky Legs</i>	Erle Stanley Gardner, 1934	3,499,948
F <i>The Arrangement</i>	Elia Kazan, 1967	3,485,000
<i>Sybil</i>	Flora R. Schreiber, 1973	3,472,000
<i>Games People Play</i>	Eric Berne, 1965	3,470,000
F <i>Pocket Book of Short Stories</i>	ed. by M. E. Speare, 1941	3,445,000
<i>Langenscheidt's German-English, English-German Dictionary</i>	1960	3,440,000
F <i>On Her Majesty's Secret Service</i>	Ian Fleming, 1963	3,438,700
J <i>The Cat in the Hat Comes Back</i>	Dr. Seuss, 1958	3,431,917
F <i>The Razor's Edge</i>	W. Somerset Maugham, 1944	3,430,505
F <i>All Quiet on the Western Front</i>	Erich Maria Remarque, 1929	3,425,000
F <i>A Stone for Danny Fisher</i>	Harold Robbins, 1952	3,409,381
F <i>A House in the Uplands</i>	Erskine Caldwell, 1946	3,408,361
F <i>The Betsy</i>	Harold Robbins, 1971	3,366,200
F <i>From Russia with Love</i>	Ian Fleming, 1957	3,365,100
F <i>Couples</i>	John Updike, 1968	3,330,858
F <i>You Only Live Twice</i>	Ian Fleming, 1964	3,283,000
<i>An Analysis of the Kinsey Report</i>	ed. by Donald P. Geddes & Enid Currie, 1954	3,246,300
F <i>Doctor No</i>	Ian Fleming, 1958	3,239,500
F <i>The Group</i>	Mary McCarthy, 1963	3,230,047
F <i>The Green Berets</i>	Robin Moore, 1965	3,200,000
<i>It's for You, Snoopy</i>	Charles M. Schulz, 1973	3,200,000
<i>Let's Face It, Charlie Brown</i>	Charles M. Schulz, 1973	3,200,000
<i>We Love You, Snoopy</i>	Charles M. Schulz, 1973	3,200,000
<i>Better Homes and Gardens Baby Book</i>	1943	3,180,808
F <i>The Chinese Room</i>	Vivian Connell, 1942	3,171,512
F <i>The Vixens</i>	Frank Yerby, 1947	3,170,056
F <i>The Royal Box</i>	Frances Parkinson Keyes, 1954	3,156,000
F <i>The Dream Merchants</i>	Harold Robbins, 1949	3,150,738
F <i>The Case of the Haunted Husband</i>	Erle Stanley Gardner, 1941	3,127,585
<i>Between Parent and Child</i>	Haim G. Ginott, 1965	3,108,677
F <i>Captains and the Kings</i>	Taylor Caldwell, 1972	3,105,045
F <i>Anatomy of a Murder</i>	Robert Traver, 1958	3,100,000
F <i>The Case of the Curious Bride</i>	Erle Stanley Gardner, 1934	3,077,368
F <i>Casino Royale</i>	Ian Fleming, 1953	3,037,253
<i>The Conscience of a Conservative</i>	Barry Goldwater, 1960	3,007,000
F <i>Tropic of Cancer</i>	Henry Miller, 1961	3,002,000
<i>Grosset Webster Dictionary</i>	1956	3,000,000
<i>Halley's Bible Handbook</i>	1927	3,000,000
<i>The Story of the Bible</i>	Jesse Lyman Hurlbut, 1904	3,000,000
F <i>The Red Badge of Courage</i>	Stephen Crane, 1896	3,000,000
F <i>The Summer of '42</i>	Herman Raucher, 1971	2,995,291
F <i>Magnificent Obsession</i>	Lloyd C. Douglas, 1929	2,974,030
F <i>The Cardinal</i>	Henry Morton Robinson, 1950	2,950,807
<i>Better Homes and Gardens Family Medical Guide</i>	1964	2,941,443
<i>The I Hate to Cook Book</i>	Peg Bracken, 1960	2,929,782
F <i>Forever Amber</i>	Kathleen Winsor, 1944	2,925,268
F <i>The Case of the Velvet Claws</i>	Erle Stanley Gardner, 1933	2,924,756
F <i>The Sure Hand of God</i>	Erskine Caldwell, 1947	2,911,666
F <i>The Case of the Rolling Bones</i>	Erle Stanley Gardner, 1939	2,908,964
F <i>The Fountainhead</i>	Ayn Rand, 1943	2,905,109

TITLE	AUTHOR, PUBLISHER	NO. SOLD
<i>Hey, Peanuts</i>	Charles M. Schulz, 1973	2,900,000
F <i>The Pirate</i>	Harold Robbins, 1974	2,900,000
<i>Alive</i>	Piers Paul Read, 1974	2,884,368
F <i>Live and Let Die</i>	Ian Fleming, 1954	2,883,400
F <i>Moonraker</i>	Ian Fleming, 1955	2,877,500
<i>The Rise and Fall of the Third Reich</i>	William L. Shirer, 1960	2,872,000
<i>The Hidden Persuaders</i>	Vance Packard, 1957	2,867,523
F <i>The Agony and the Ecstasy</i>	Irving Stone, 1961	2,866,718
F <i>The Case of the Silent Partner</i>	Erle Stanley Gardner, 1940	2,850,904
<i>Fun with Peanuts</i>	Charles M. Schulz, 1973	2,850,000
<i>Good Grief, Charlie Brown</i>	Charles M. Schulz, 1973	2,850,000
F <i>For Your Eyes Only</i>	Ian Fleming, 1960	2,848,800
F <i>The Case of the Counterfeit Eye</i>	Erle Stanley Gardner, 1935	2,847,765
F <i>Rebecca</i>	Daphne du Maurier, 1938	2,820,313
F <i>Tales of the South Pacific</i>	James Michener, 1947	2,817,394
<i>The Total Woman</i>	Marabel Morgan, 1973	2,817,000
F <i>The Naked and the Dead</i>	Norman Mailer, 1948	2,816,662
F <i>The Chapman Report</i>	Irving Wallace, 1960	2,812,500
J <i>The Little Prince</i>	Antoine de Saint-Exupery, 1943	2,811,478
F <i>Never Leave Me</i>	Harold Robbins, 1954	2,802,263
<i>Very Funny, Charlie Brown</i>	Charles M. Schulz, 1973	2,800,000
<i>Let's Get Well</i>	Adelle Davis, 1954	2,799,110
F <i>The Spy Who Loved Me</i>	Ian Fleming, 1962	2,798,400
<i>See Here, Private Hargrove</i>	Marion Hargrove, 1942	2,786,223
F <i>The Case of the Caretaker's Cat</i>	Erle Stanley Gardner, 1935	2,783,403
<i>Please Don't Eat the Daisies</i>	Jean Kerr, 1957	2,778,988
F <i>The Best of Everything</i>	Rona Jaffe, 1959	2,760,000
F <i>The Case of the Substitute Face</i>	Erle Stanley Gardner, 1938	2,750,710
<i>The Service Cook Book</i>	Ida Bailey Allen, 1933	2,750,000
<i>The Gulag Archipelago I</i>	Alexander Solzhenitsyn, 1974	2,742,331
F <i>The Case of the Baited Hook</i>	Erle Stanley Gardner, 1940	2,737,397
J <i>The Little House on the Prairie</i>	Laura Ingalls Wilder, 1953	2,732,666
<i>The Pocket Book of Verse</i>	ed. M. E. Speare, 1940	2,719,500
F <i>Around the World with Auntie Mame</i>	Patrick Dennis, 1958	2,716,816
F <i>The Foxes of Harrow</i>	Frank Yerby, 1946	2,702,597
F <i>The Case of the Stuttering Bishop</i>	Erle Stanley Gardner, 1936	2,702,363
<i>Here Comes Charlie Brown</i>	Charles M. Schulz, 1973	2,700,000
F <i>The French Lieutenant's Woman</i>	John Fowles, 1969	2,696,400
F <i>The Source</i>	James A. Michener, 1965	2,687,734
F <i>On the Beach</i>	Nevil Shute, 1957	2,680,597
F <i>Brave New World</i>	Aldous Huxley, 1932	2,672,065
F <i>Not As a Stranger</i>	Morton Thompson, 1954	2,667,977
F <i>Diamonds Are Forever</i>	Ian Fleming, 1956	2,664,400
F <i>The Odessa File</i>	Frederick Forsythe, 1972	2,648,411
F <i>The Case of the Sleepwalker's Niece</i>	Erle Stanley Gardner, 1936	2,646,024
<i>Let's Cook It Right</i>	Adelle Davis, 1947	2,640,612
<i>Comparative World Atlas</i>	1948	2,630,000
F <i>The Inheritors</i>	Harold Robbins, 1969	2,619,000
<i>Better Homes and Gardens Casserole Cook Book</i>	1961	2,613,948
F <i>Battle Cry</i>	Leon Uris, 1953	2,611,000
F <i>Of Human Bondage</i>	W. Somerset Maugham, 1915	2,609,236
F <i>Drum</i>	Kyle Onstott, 1962	2,605,000
F <i>Wheels</i>	Arthur Hailey, 1971	2,604,614
F <i>The Case of the Half-Wakened Wife</i>	Erle Stanley Gardner, 1945	2,604,336
<i>Better Homes and Gardens New Garden Book</i>	1951	2,601,288
<i>For the Love of Peanuts</i>	Charles M. Schulz, 1973	2,600,000
F <i>The Case of the Black-Eyed Blonde</i>	Erle Stanley Gardner, 1944	2,588,757
<i>The Weight Watchers Program Cookbook</i>	Jean Nidetch	2,575,000
F <i>The Glorious Pool</i>	Thorne Smith, 1934	2,572,945

TITLE	AUTHOR, PUBLISHER	NO. SOLD
<i>All Things Bright and Beautiful</i>	James Herriot, 1974	2,044,374
F <i>Leave Her to Heaven</i>	Ben Ames Williams, 1944	2,031,210
F <i>The Case of the Crooked Candle</i>	Erle Stanley Gardner, 1944	2,029,248
<i>Listen to the Warm</i>	Rod McKuen, 1967	2,025,000
<i>Better Homes and Gardens Fondue and Tabletop Cooking</i>	1970	2,022,529
F <i>The Bramble Bush</i>	Charles Mergendahl, 1958	2,007,000
F <i>Bridge Over the River Kwai</i>	Pierre Boulle, 1954	2,007,000
F <i>The Case of the Borrowed Brunette</i>	Erle Stanley Gardner, 1946	2,006,808
<i>The Elements of Style</i>	William Strunk, Jr. & E.B. White, 1959	2,000,000
<i>The Feminine Mystique</i>	Betty Friedan, 1963	2,000,000
<i>How to Prepare Your Income Tax</i>	David Joseph, 1941	2,000,000
<i>The New Compact Bible Dictionary</i>	Thomas A. Bryant, 1967	2,000,000
<i>Streams in the Desert</i>	Mrs. Charles E. Cowman, 1925	2,000,000
F <i>The Tight White Collar</i>	Grace Metalious, 1960	2,000,000
<i>Webster's New School and Office Dictionary</i>	1975	2,000,000

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The purpose of this list is not to show you volume of sales, but to give you some idea of what the reading public wants and what the reading public is interested in. Books mirror the people who buy them. They are a reflection of the buyer's interests, his activities, his hobbies. From a selling standpoint, you can safely assume that the people who buy books on gardening are interested in improving their gardens. There you have identified an interest. If the numbers are large enough, you may have a market for selling a related product by mail. Use the sales volumes provided as a guide to relatively compare one interest or market size with another.

Titles sold by mail through book clubs, continuity series or individual title offerings are not included in the list you just read. Exact figures for mail order sales are nearly impossible to compile on a per title basis. However, using general classifications, we were able to narrow down sales into 11 major categories with these approximate sales figures.

Miscellaneous (including book clubs & continuity series)	5,542,077
Money Making & Business	3,523,305
Children's Books	3,480,022
Hobbies & Crafts	3,057,339
Health & Exercise	1,889,735
References	1,535,675
Self-Improvement	1,055,000
Sex	486,943
Courses & Home Study	468,942
Religion	231,505
Taxes	184,000

The human instinct to preserve and improve oneself is as old as time. It is obviously evident in the types of books sold. "How-to" titles on child care, cooking, dieting, exercise and building self-image are just a few of the more popular subjects.

One of the biggest selling book subjects in both retail and mail order is health. There is a profitable mail order seller on

how to prevent almost every human ailment. How to improve almost every part of your body. This subject deserves special mention because of the ever-present dangers involved. State's attorney generals and other officials keep a sharp eye on promises of curing ailments and diseases. Promising a cure leaves you automatically suspect. It's like practicing medicine without a license. Most of these cures are nothing but quackery. If a doctor who examines you and carefully studies your medical history cannot promise a cure, how can a book that has never even seen you?

Prevention and health preservation techniques based on sound health principles are something else. They do not promise cures for existing ailments. Therefore, book titles and copy should both slant toward preventing disease or preserving health — not curing.

Now you are looking for a title to fit a certain subject, where do you go? To your local library. Here you look for *Books in Print* (R.R. Bowker Co.). This 4-volume set lists all available books, new and old. Hardbounds, paperbacks, trade books, textbooks, adult books and juveniles are all listed with title, author and publisher. A separate listing includes over 9,000 active publishers with their addresses and phone numbers. If you find a title that interests you, give the publisher a call. He will probably be happy to answer any questions that pertain to increasing his book sales.

Another source of available books is through individual publisher's catalogs or lists. These include brand new titles and some pre-publication titles. Getting a book that is hot off the press is a very important consideration. When you publish your own book, you don't have to worry so much about its distribution. You can control it. But when you select an existing title, you've got to be sure of what you get.

A book that is already available in bookstores and book clubs is not a good prospect. Once it is known that a title is easily available, you may find people beating a path to their favorite bookstores — thanks to your advertising dollar. By all means, don't spend your money to create your competition.

Making a Walking Horse Run— Old Title Reprints

All publishers seem to have “sleepers” on their hands. A special inactive list with all these titles is frequently yours for the asking. Some of these books have never been promoted with effort. Others are basically good books, with dull titles.

Maxwell Sackheim, co-founder of the Book-of-the-Month Club, has spent much of his life studying successful book titles. In his autobiography, *My First Sixty Years in Advertising*, he summarizes, “The title of a book should be good enough to be used as the headline of an advertisement.”

Sales figures have shown that a simple change in title can make the difference between failure and success. One of many cases in point is a book originally entitled *Outline of History*. It sold an average of 25,000 copies per year. The book was reprinted under the title, *How to Get Cultured*. Sales figures soared to 300,000 copies per year.

You'll notice the discussion thus far has centered on selling non-fiction titles. Yet there can be no doubt that fiction does sell in mail order—in very big numbers.

The American public is always looking for an escape valve. In print, the escape is the novel. In visual form, the motion picture. Author and instructor Marshall McLuhan saw this connection when he said “. . . the content of the movie is the novel.” The movie and the novel have never walked so tightly hand in hand as they do today. Most any novel that is made into a successful motion picture is a guaranteed best seller.

In mail order the greatest sales of novels or fiction titles are through book clubs. This requires a much different selling technique from the non-fiction or how-to title. Non-fiction sells very well in single offerings — just one title offered alone. Fiction does not. Such titles must be included in a multiple offering, like your book club catalog. Here members can pick and choose from many selections. Unless you can afford to carry a large number of titles at once, the cost of profitably selling fiction is prohibitive to the mail order beginner.

How Trade Organizations Can Help Your Business

Once you've decided on a certain product line, you'll want to keep informed on all new developments in that industry. This is where a national or international trade organization can be a big help to you.

Most trade organizations regularly publish pamphlets, yearbooks, articles or newsletters. Among other things, these publications keep members informed on seminars, special training courses, marketing statistics, cooperative advertising, exhibits and trade shows.

A trade show is a good place to meet other people in your business and to find new products in your line. Some of these products may be in a pilot stage — not yet introduced on the market, but potentially very profitable sellers. And who knows? You could go to a trade show looking for a certain product to sell. Someone else at the show, with the exact product you're looking for, could be searching for someone to sell it.

To find a trade organization that serves your product, again you will need to check your local library. Ask for World Guide to Trade Associations (R.R. Bowker Co.), Directory of

National Trade and Professional Associations of the U.S. and Canada and Labor Unions (Columbia Books, Inc. Publishers) or Encyclopedia of Associations, Vol. 1, National Organizations of the U.S.

Here is just a small sample of some of the many organizations that could possibly help you:

National Outerwear & Sportswear Assn.
One Penn Plaza
New York, New York 10001

National Assn. of Hosiery Manufacturers
516 Charlottetown Mall
Charlotte, North Carolina 28204

National Handbag Assn.
350 Fifth Ave., Suite 510
New York, New York 10001

Fashion Accessories Assn.
257 W. 38th St.
New York, New York 10018

National Housewares Manufacturers Assn.
1130 Merchandise Mart
Chicago, Illinois 60654

American Seed Trade Assn.
1030 15th St. N.W.
Washington, D.C. 20005

Automotive Parts & Accessories Assn.
1730 K St. N.W.
Washington, D.C. 20006

Cosmetic, Toiletry & Fragrance Assn.
1133 15th St. N.W.
Washington, D.C. 20005

Health Industries Institute
Box 24200, Southwest Station
Washington, D.C. 20024

Calorie Control Council
c/o Robert H. Kellen Co.
64 Perimeter Center E., Ste. 790
Atlanta, Georgia 30346

Florida Gift Fruit Shippers Assn.
621 N. Kirkman Rd.
Orlando, Florida 32808

American Meat Institute
P.O. Box 3556
Washington, D.C. 20007

National Cheese Institute
110 N. Franklin St.
Chicago, Illinois 60606

National Assn. of Recording Merchandisers
1060 Kings Highway N.
Cherry Hill, New Jersey 08034

Sporting Goods Manufacturers Assn.
705 Merchandise Mart
Chicago, Illinois 60654

Recreation Vehicle Industry Assn.
P.O. Box 204
Chantilly, Virginia 22021

Association for Stamp Exhibitions
The Collectors Club
22 East 35th St.
New York, New York 10016

International Festivals Assn.
15 South 5th St.
Minneapolis, Minnesota 55402

National Gift & Art Assn., Inc.
220 Fifth Ave.
New York, New York 10001

National Trade Show Exhibitors Assn.
111 East Wacker Dr.
Chicago, Illinois 60601

American Booksellers Assn., Inc.
800 Second Ave.
New York, New York 10017

National Home Fashions League, Inc.
2005 Dallas Trade Mart
Dallas, Texas 75207

Gift and Decorative Accessories Assn. of America
372 Park Ave. S.
New York, New York 10010

American Crafts Council
44 W. 53rd St.
New York, New York 10019

International Union of Dolls, Toys, Playthings,
Novelties and Allied Products of the U.S. &
Canada
132 W. 43rd St.
New York, New York 10036

Hobby Industry Assn. of America, Inc.
200 Fifth Ave.
New York, New York 10010

P.C.A.'s Products

As I mentioned before, a business cannot succeed on just one-shot purchases. You've got to nurture the people who respond to your initial ad and encourage them to buy from you again. Then you've got customers. And profits are generated.

For P.C.A. this all started with the inception of the Astrology Today space ad. At that time astrology was an undeveloped market. I wasn't sure what people were looking for. So the first offer was a simplified \$3.00 horoscope. It worked. That told me there definitely was a strong market for astrology. With these returns I could have taken the money and said, "O.K. that does it for astrology." But instead I learned a very important lesson — one that I am happy to have learned. It is simply that once you've identified a market, don't stop after the first sale. Continue to develop more products within that same market.

In my case, the next step after the \$3.00 horoscope was an astrology club. This was a direct mail promotion, mailed to the people who purchased the \$3.00 horoscope. It worked, too. And so did the letter introducing a more detailed horoscope for \$9.95.

By now I noticed one thing from letters written by my customers. I found that people looked to astrology to find

certain answers. One of the things they all wanted to know about was love and money. This observation led to the development of the love and money horoscope, another winner.

Up to this point all products after the \$3.00 horoscope sold only in the direct mail medium. They failed in space. But the next horoscope to come out of our company was different. This one — the Life-Luck horoscope — worked well in both direct mail and space. Having another big success in space was a real break. It gave me more people who were interested in astrology. Thus, more people who would be interested in the other horoscopes.

After Luck came another innovation, a horoscope called Mega. What was different about Mega was the fact that it is a continuity horoscope. Up until now all other horoscopes were just an analysis with a general forecast. Mega featured a detailed daily forecast. The day-by-day forecast covers 6 months. The customers then must reorder for the next 6 months, and so on.

Right about the time the Love & Money horoscope was born, the book *Folk Medicine* by Dr. D. C. Jarvis was called to my attention. Since its publication in 1958 this book had been a sleeper. The health principles outlined were good. They had appeal. Books of this type have sold before. So, I thought, they should sell again. I gave it a try in a space ad entitled *Why People in Vermont are Healthier, Less Overweight, Stay Young Longer, Live Longer Than People of Any Other State in the Union*. It worked. We sold over 200,000 copies. Today the total sales for *Folk Medicine*, including hardcover and paperback sales, are over 4.4 million copies.

Tying in the message with the basic human desire to be healthy and attractive seemed to be one of the key factors in *Folk Medicine's* success. I used this same approach in writing a space ad for a computerized diet plan. It was also a winner.

All the promotions used in these successful campaigns are included in the following chapter on message — *How to Write a Successful Mail Order Promotion*.

B. Message

How to Write Promotions — Old Masters

"A copywriter is the best of writers, he is the worst of writers, he is a practical businessman, he is a temperamental artist, he is a bearer of benefits, he is the apostle of greed, he is an inspired craftsman, he's a frustrated hack."

Hanley Norins (parodying Charles Dickens)

There is advertising. And then there is direct response advertising. The difference is night and day. American businesses, in general, spend billions of dollars each year to put their names before the public. Build an image. Create good will. This is advertising.

Make a specific offer that calls for immediate action. This is direct response advertising, most commonly used in the mail order industry.

The most unique element of direct response or mail order advertising is its built-in measuring stick. You ask for a response — send coupon, write for brochure, whatever. Immediately your cost and result are apparent. The ad is profitable or it isn't, clearly on the face of its returns.

It is much like going fishing each time a copywriter writes an ad. Throw out the bait. If the fish bite, good. Enough to feed you for a while, excellent. If they don't bite, you go hungry. This is a brutal and/or exhilarating fact that every copywriter must face.

The only purpose of mail order copy is to make sales or get some type of response. This has nothing to do with literature or entertainment. It has everything to do with psychology. In writing copy, one seeks to influence the human mind and human nature. There is no more difficult problem on earth.

You are trying to sell. People, by nature, don't want to be sold anything. They want to rationally decide that they need something. So the question is, "What motive will make people decide that they need your product more than the money in their pockets?"

It sounds fairly simple. But it's not. Try as you will, there is no one right way to write an ad that will always work. Alex Osborn, former head of Batten, Barton, Durstine and Osborn Advertising, one of the world's largest ad agencies, summarized it best when he said, "Any attempt to lay down hard-and-fast methods would be nothing but terminology masquerading as technology. But," he adds, "the genius is wrong if he holds that there can be no principles, or guides to procedure..." The principles spoken of are the building blocks of all successful ads. They are well established and generally employed by those who know and depend on direct returns.

Origins of all these guidelines go back to several old masters in the mail order field. Men who pioneered concepts and techniques that made mail order the multi-million dollar industry that it is today. The following highlights are intended to give you in a nutshell the secrets of their business success.

Victor Schwab

It is generally believed that as much as 80% of the weight of an ad is in the headline. From this brief introduction, the reader decides whether to continue with the copy.

Mail order advertisers have found that a mere change of headline, without changing a word of body copy, has increased sales as much as 10 times. Write one that appeals to your readers' self-interest — offering him a benefit he wants — and you can be almost certain he will want to know more.

When an advertising professional wants to learn how to write a good headline, he turns to one authority. He is Victor Schwab. In three years Schwab's famous mail order ad, *How To Win Friends and Influence People*, sold over a million copies of the Dale Carnegie book with the same title. Over five million copies have been sold to date.

In his own book, *How To Write A Good Advertisement*, Schwab includes a list of what he considers to be 100 good headlines. Here they are:

1. The Secret of Making People Like You
2. A Little Mistake That Cost a Farmer \$3,000 a Year
3. Advice to Wives Whose Husbands Don't Save Money — By a Wife
4. The Child Who Won the Hearts of All

5. Are You Ever Tongue-Tied at a Party?
6. How a New Discovery Made a Plain Girl Beautiful
7. How to Win Friends and Influence People
8. The Last 2 Hours Are the Longest — and Those Are the 2 Hours You Save
9. Who Else Wants a Screen Star Figure?
10. Do You Make These Mistakes in English
11. Why Some Foods "Explode" in Your Stomach
12. Hands That Look Lovelier in 24 Hours — or Your Money Back
13. You Can Laugh at Money Worries — if You Follow This Simple Plan
14. Why Some People Almost Always Make Money in the Stock Market
15. When Doctors "Feel Rotten" This is What They Do
16. It Seems Incredible That You Can Offer These Signed Original Etchings — For Only \$5 Each!
17. Five Familiar Skin Troubles — Which Do You Want to Overcome?
18. Which of These \$2.50 to \$5 Best Sellers Do You Want — For Only \$1 Each?
19. Who Ever Heard of a Woman Losing Weight — and Enjoying 3 Delicious Meals at the Same Time?
20. How I Improved My Memory in One Evening
21. Discover the Fortune That Lies Hidden in Your Salary
22. Doctors Prove 2 Out of 3 Women Can Have More Beautiful Skin in 14 Days
23. How I Made a Fortune With a "Fool Idea"
24. How Often Do You Hear Yourself Saying: "No, I Haven't Read It; I've Been Meaning To!"
25. Thousands Have This Priceless Gift — But Never Discover It!
26. Whose Fault When Children Disobey?
27. How a "Fool Stunt" Made Me a Star Salesman
28. Have YOU These Symptoms of Nerve Exhaustion?
29. Guaranteed to Go Thru Ice, Mud, or Snow — or We Pay the Tow!
30. Have YOU a "Worry" Stock?
31. How a New Kind of Clay Improved My Complexion in 30 Minutes
32. 161 NEW Ways to a Man's Heart — In This Fascinating Book for Cooks

33. Profits That Lie Hidden in Your Farm
34. Is the Life of a Child Worth \$1 to You?
35. Everywhere Women are Raving About This Amazing New Shampoo!
36. Do YOU Do Any of These Ten Embarrassing Things?
37. Six Types of Investors — Which Group are YOU in?
38. How to Take Out Stains...Use (Product Name) and Follow These Easy Directions
39. Today...Add \$10,000 to Your Estate — For the Price of a New Hat
40. Does YOUR Child Ever Embarrass You?
41. Is Your Home Picture-Poor?
42. How to Give Your Children Extra Iron — These 3 Delicious Ways
43. To People Who Want to Write — But Can't Get Started
44. This Almost-Magical Lamp Lights Highway Turns Before You Make Them
45. The Crimes We Commit Against Our Stomachs
46. The Man With the "Grasshopper Mind"
47. They Laughed When I Sat Down at the Piano — But When I Started to Play!
48. Throw Away Your Oars!
49. How to do Wonders With a Little Land!
50. Who Else Wants Lighter Cake — In Half the Mixing Time?
51. Little Leaks That Keep Men Poor
52. Pierced by 301 Nails — Retains Full Air Pressure
53. No More Back-Breaking Garden Chores for ME — Yet Ours is Now the Showplace of the Neighborhood!
54. Often a Bridesmaid, Never a Bride
55. How Much is "Worker Tension" Costing Your Company?
56. To Men Who Want to Quit Work Someday
57. How to Plan Your House to Suit Yourself
58. BUY NO DESK...Until You've Seen This Sensation of the Business Show
59. Call Back Those Great Moments at the Opera
60. "I Lost My Bulges...And Saved Money Too"
61. Why (Brand Name) Bulbs Give More Light This Year
62. Right and Wrong Farming Methods — and Little Pointers That Will Increase Your Profits
63. New Cake-Improver Gets You Compliments Galore!
64. IMAGINE ME...Holding an Audience Spellbound for 30 Minutes!
65. This is Marie Antoinette — Riding to Her Death
66. Did You Ever See A "Telegram" From Your Heart?
67. Now Any Auto Repair Job Can be "Duck Soup" For You
68. New Shampoo Leaves Your Hair Smoother — Easier to Manage
69. It's a Shame for YOU Not to Make Good Money — When These Men Do It So Easily
70. You NEVER Saw Such Letters as Harry and I Got About our Pears
71. THOUSANDS NOW PLAY Who Never Thought They Could
72. Great New Discovery Kills Kitchen Odors Quick! — Makes Indoor Air "Country-Fresh"
73. Make This 1-Minute Test — Of An Amazing New Kind of Shaving Cream
74. ANNOUNCING ... The New Edition of the Encyclopedia That Makes It Fun to Learn Things
75. Again She Orders..."A Chicken Salad, Please"
76. For the Woman Who is Older Than She Looks
77. Where You Can Go in a Good Used Car
78. Check the Kind of Body YOU WANT
79. "You Kill That Story — or I'll Run You Out of the State!"
80. Here's a Quick Way to Break Up a Cold
81. There's Another Woman Waiting for Every Man — and She's Too Smart to Have "Morning Mouth"
82. This Pen "Burps" Before it Drinks — But Never Afterwards!
83. If YOU Were Given \$200,000 to Spend — isn't This the Kind of (Type of Product, but Not Brand Name) You Would Build?
84. "Last Friday...Was I Scared! My Boss Almost Fired Me!"
85. 67 Reasons Why It Would Have Paid You to Answer Our Ad a Few Months Ago
86. Suppose This Happened on YOUR Wedding Day!
87. Don't Let Athlete's Foot "Lay You Up"
88. Are They Being Promoted Right Over Your Head?
89. Are We a Nation of Low-Brows?
90. A Wonderful Two Years' Trip at Full Pay — But Only Men With Imagination Can Take It

91. What Everybody Ought to Know...About This Stock and Bond Business
92. Money-Saving Bargains from America's Oldest Diamond Discount House
93. Former Barber Earns \$8,000 in 4 Months as a Real Estate Specialist
94. FREE BOOK — Tells You 12 Secrets of Better Lawn Care
95. Greatest Gold Mine of Easy "Things-to-Make" Ever Crammed Into One Big Book
96. \$80,000 IN PRIZES! Help Us Find the Name For These New Kitchens
97. NOW! Own Florida Land This Easy Way...\$10 Down and \$10 a Month
98. Take any 3 of These Kitchen Appliances — For Only \$8.95 (Values up to \$15.45)
99. Save 20¢ on 2 Cans of Cranberry Sauce — Limited Offer
100. ONE PLACE-SETTING FREE For Every Three You Buy!¹

¹Reprinted with permission. Victor Schwab, *How to Write a Good Advertisement*. (Harper & Row, New York, 1962).

Elmer Wheeler (1903 -)

"Don't sell the steak. Sell the sizzle." Elmer Wheeler once said that as a wisecrack. It turned into a business philosophy which brought a string of successes. Wheeler's primary interest was not mail order, but personal contact selling. His famous 5 points for successful salesmanship, however, have been applied equally well to direct mail copy.

1. Don't sell the steak — sell the sizzle. It's not a hunk of beef that people will buy. It's the charcoal aroma and the tender and tasty tidbit, so warm and juicy that it melts in your mouth.
2. Don't write — telegraph. Find the sizzle (the most important emotional appeal) in what you're trying to get across and then express the sizzle in a telegraphic statement. Make it directly to the point, like a telegram.
3. "Say it with flowers." After you've found your sizzle and expressed it telegraphically, fortify your words. Give solid proof — all the reasons why someone needs your product and the benefits they'll receive from having it.
4. Don't ask if — ask which! Always frame your words so that you give a person a choice between something and something else — never between something and nothing.

Remember the story about the soda fountain clerk who was asked to sell eggs in the milkshakes he made. When he asked people if they wanted an egg in their milkshake, the automatic response was "No!" The cartons of eggs never moved. One day he tried something new. With each milkshake order he asked the customer, "One egg or two?" In no time he ran out of eggs.

5. Watch your bark! The way you say something may be as important as what you say. Don't insult your customer in any way or cut down competitive products. Keep all your copy in a positive tone.

Edward N. Mayer, Jr. (1907 - 1975)

During his 47 years in the direct mail field, it is estimated that Ed Mayer personally taught more than 50,000 executives and students the basic fundamentals of direct mail advertising and selling. His teachings are best known through the Direct Mail Marketing Association's basic and advanced seminars and through his book, *How to Make More Money With Your Direct Mail*. Here, in summary, are the foundations for all his teachings, "The Seven Cardinal Rules for Direct Mail Success."

1. What is the objective? No direct mail program can be successful without clearly defined objectives.
2. Address correctly to the right list. Reach the right person at the right time on the right list.
3. Write your copy to show what the product or service offered does for the reader. Write "benefit" copy which shows the most important benefit to the reader in the headline or first paragraph.
 - a. Promise a benefit in the headline or first paragraph, your most important benefit to the reader.
 - b. Immediately enlarge upon your most important benefit.
 - c. Tell the reader specifically what he is going to get.
 - d. Back up your statements with proofs and endorsements.
 - e. Tell the reader what he might lose if he doesn't act.
 - f. Rephrase your prominent benefits in your closing offer.
 - g. Incite action now.
4. Make the layout and copy fit. Keep your mailings in character with the market and offer.
5. Make it easy for the prospect to take whatever action you want him to take. Call for action, whether inquiry, purchase, referral, contribution, phone call, visit, etc.
6. Tell your story over again. Don't give up after just one mailing. Mail to your list with regular frequency.
7. Research your direct mail. Keep testing all vital factors: your products or services, your offers, your copy, your lists and the timing of your mailings.

Robert Collier (1885 - 1950)

Robert Collier may well be the world's master at writing a successful direct mail letter. In 20 years Collier sold more than \$20,000,000 worth of merchandise through the mail (at a time when \$14 a week was not an uncommon salary for the head of a household). Products included everything from men's socks to expensive furs and jewelry. His classic, *The Robert Collier Letter Book*, is a portfolio of the letters that he used successfully for his clients. If you're at all serious about this business, it would be worth your while to get a copy.

Every successful letter, according to Collier, has these six essential elements:

1. Opening — gets reader's attention by fitting in with his train of thought and establishes a point of contact with his interests. This excites the reader's curiosity and prompts him to read further.
2. Description or explanation — pictures your proposition to the reader by first outlining its important features, then filling in the necessary details.
3. Motive or reason why — creates a longing in the reader's mind for what you are selling, or impels him to do as you want him to, by describing — not your proposition, but what it will do for him — the comfort, the pleasure, the profit he will derive from it.
4. Proof or guarantee — offers to the reader proof of the truth of your statements, or establishes confidence by a money-back-if-not-satisfied guarantee.
5. Snapper or penalty — gets immediate action by holding over your reader's head the loss in money or prestige or opportunity that will be his if he does not act at once.
6. Close — tells the reader just what to do and how to do it, and makes it easy for him to act at once.

Maxwell Sackheim

Maybe the name isn't familiar to you. But his advertising accomplishments certainly are: Book-of-the-Month Club, Doubleday Book Clubs, Columbia Record Club, Funk & Wagnalls Encyclopedia, American Express credit card, to name a few.

Maxwell Sackheim is also credited for having created the longest lived mail order ad in history, "Do You Make These Mistakes In English?" For 40 years this ad ran, unchanged, in various publications. Details of all of Sackheim's successful campaigns can be found in his book, *My First Sixty Years in Advertising*.

Mail order professionals adhere to the key elements of a useful booklet that Sackheim also wrote, "Seven Deadly Direct Mail Mistakes". Here, in condensed form, are the principles in "Seven Deadly Mail Order Mistakes."

1. Offer the wrong product or service — Is what you are trying to sell light in weight in proportion to its price? Is it a bargain in comparison to what it does for the customer?
2. Offer merchandise at the wrong price — Consider your unit price and your margin profit. Then test your market at various prices.
3. Make the wrong offer — Make sure that your offer brings a high enough response to be profitable for you, whether cash up front, on approval, time payments, or whatever.
4. Wrong timing — If selling seasonal items, test how far in advance of using time or how late you can successfully mail. With your own customer list, test how soon after receiving an order your recent buyers will respond again.
5. The use of wrong lists — Your best response is most likely to come from your own customer lists or inquiries. Second are rental lists of people who have purchased related merchandise by mail. Third is any mail order buyer. Test lists very carefully. They can be a life or death matter for your business.

6. The wrong format — What you say to your prospects and customers and how you say it are very important. In regard to what you say, there are 4 requisites that your copy should hold:

(a) Attraction — make your story important enough so that your reader will drop whatever he is doing and read on.

(b) Interest — people are interested in news. Even if you are selling a rather ordinary item, find the newest twist about it or create something new and play it up.

(c) Conviction — what you say must be believable and sincere. But don't make the mistake of talking down to your prospect.

(d) Action — what you want is response, whether an order inquiry or phone call. Encourage your reader to respond immediately. Don't leave him undecided. How you say it your complete package, is relative to your product. A simple product calls for a simple package. A luxury product calls for a luxurious package.

7. Bad management — The mail order business involves almost every known business requirement — buying, selling, financing, advertising, fulfilling, collecting, controlling inventory, warehousing, even inventing and manufacturing. If you fall on your face in any one of these areas, you could still lose your shirt.

Claude Hopkins

If it were not for the expertise of Claude Hopkins Palmolive, Pepsodent and Quaker Oats may never have become household items. Sometimes referred to as the world's most famous copywriter, Hopkins made his mark by pioneering ads for soap, cereal, toothpaste, automobiles and tires.

Through his analytical or scientific approach to advertising, Hopkins concluded that the only uncertainties in advertising pertain to people and to products — not to methods. For 36 years he proved, again and again, the validity of his methods:

1. Brilliant writing has no place in advertising. Anything which suggests an effort to sell on other lines than merit and service is fatal.
2. One should be natural and simple. Do not reveal the hook too soon.
3. Never try to show off. Use the shortest words possible.
4. From start to finish offer service. That is all your prospect wants. Appeals such as "Insist on this brand" and "Avoid imitations" indicate a motive with which buyers cannot sympathize.
5. Forget yourself entirely. Say only what you think a good salesman should say if that prospect stood before him.
6. Do not boast. Not about your plant or your output.
7. Aim to get action. In some way in your climax inspire immediate action in those interested (usually with a coupon or limited time offer).

8. Frivolity has no place in advertising. Spending money is serious. People want something that means more to them than the same amount spent in other ways would buy.
9. Never seek to amuse. The only interest you can offer profitably is something people want. That means economy, help or pleasure — sometimes for years to come.
10. Do not waste space in any way. Space is expensive. Do not waste it with oversize type or with all caps for headlines.
11. Make your ad tell the full story. Some people buy for one reason, some for another. But all appeals which have proved themselves important should be included in every ad. People will not read ads again and again.
12. Give actual figures, state definite facts. Indefinite claims leave indefinite impressions.
13. Never advertise negatively. Always present the attractive side, not the offensive side of a subject. Show and feature the happier results which come from your products or methods.
14. Learn exactly what sort of headline most appeals. Find this out by keyed testing.

Gary Halbert

Gary Halbert is the marketing genius behind famous promotions such as the Halbert Incorporated heraldic parchment and plaque promotions, How to Get What the U. S. Government Owes You, and How to Collect Social Security at Any Age (Figures 5, 6, 7, 8). Gary's marketing theory is that the odds are substantially against you when you are trying to sell something via direct mail. In fact, he observed correctly that selling is difficult, period.

According to Halbert, in order to sell something through the mail, your appeal has to be so strong that a man will be willing to walk 10 miles through a blizzard to mail his order for your product. If a customer is going to order your product, he must first see the promotion; and secondly, he must read your promotion. In order for this to happen, a medium must be chosen that offers a high degree of probability. Then the customer will see the promotion. In order for him to read it, the promotion must be personalized and written in crystal clear form. The product, itself, must be one that offers a quick and simple benefit while not implying any work for the customer.

The Halbert promotions on the next pages are examples of these principles put into practice.

D. M. M. A.

The Direct Mail Marketing Association is the largest mail order advertising trade organization in the country. The D.M.M.A. offers the latest word in all aspects of mail order marketing. They also sponsor conferences, workshops and seminars for advertising professionals. A manual (included with membership) offers loose leaf inserts on topics such as: advertising expenditures, pricing, saving postal dollars, testing, cutting production costs, renting lists and copy. Members also receive The Reporter of Direct Mail Advertising — The Magazine of Direct Marketing as an association service. Direct Marketing, as it is commonly referred to, is an excellent source for ideas and suppliers. For more information on membership and services, contact the Direct Mail Marketing Association, 6 East 43rd Street, New York, New York 10017.

-8A-

How to collect from Social Security at any age!



Updated 1974 Edition
© 1974, Good News Publishing Co.

Would you like to know how much money you have invested in Social Security right to the penny? Then would you like to know how to get the most from that investment including all the brand new Social Security benefits? Now you can do both by using the short easy coupon at the bottom of this page. Here is the way it works. The left half of the coupon will be sent to the proper government office. They will run a check on your account and then send you a report in a confidential sealed envelope. This report will tell you how much of your earnings have been recorded in your Social Security account year by year. There is no charge for this service, not even postage.

The right half of the coupon will be used as a shipping label to send you a copy of a new book entitled, "How to Collect from Social Security at Any Age." If you think that you have to wait until retirement age to start collecting your Social Security benefits, this book will really open your eyes. Here are some of the little-known facts about Social Security you will find out about in this book:

- How to increase the amount of your payment if you are already on Social Security.
- How to collect your share of the brand new Social Security benefits just passed by Congress.
- How to qualify for Social Security disability pensions at any age.
- How to increase your Social Security benefits.
- How to report your Farm income for Social Security.
- How to make your whole family eligible for Social Security Benefits, even your youngest children.
- How to replace a lost Social Security card.
- How to replace a lost Social Security check.
- How to get a refund if you have overpaid your Social Security taxes. (Studies show that two out of three people overpay.)
- How to figure out what your Social Security retirement payments should be.
- Should you tattoo your Social Security number on your body?
- What papers do you need in order to file a Social Security claim?
- How ten million people who are only 30 years old, on the average, collect Social Security.
- Should you get a divorce in order to get more Social Security? (A lot of people already have.)
- Should you have two Social Security cards?
- How to get free services which are available from Social Security.
- How to make sure your employer is not cheating you on your Social Security.
- How you may be cheating yourself out of your Social Security benefits.
- When are the five times you should get in touch with your Social Security office?
- How to work and still get Social Security benefits.

- How to cash in on Social Security even if you've never paid a penny into it.
- How to get hospital and medical insurance for the aged.
- How students between the ages of 18 and 22 can get Social Security cash benefits.
- How to get the special Social Security benefits that are on for veterans.

Although this book can mean hundreds and perhaps thousands of dollars to you, it is priced at only \$3.00. Remember, it is not enough to qualify for your Social Security benefits. To get your benefits you must know how to apply for them. The book tells you how to qualify who to contact — including necessary addresses, and what to say. This is a 100% no risk offer. If you do not like the book, return it and your \$3.00 will be immediately refunded. You will still get a confidential report on your Social Security account.

If you do not take advantage of your new Social Security benefits, you are only cheating yourself, after all, you have already paid for them. It is easy to start getting your new Social Security benefits. Just fill out both parts of the coupon below. Mail the coupon and \$3.00 in cash, check, or money order to The Good News Publishing Co., 7576 Freedom Ave., North Canton, Ohio 44720. The book will be sent to you immediately by return mail. Your confidential Social Security report will be mailed to you separately soon as the government has finished checking on your account. Checks and money orders should be made payable to The Good News Publishing Company.

	REQUEST FOR STATEMENT OF EARNINGS	SOCIAL SECURITY NUMBER <input type="text"/>
		DATE OF BIRTH <input type="text"/>
Please send a statement of my Social Security earnings to		
NAME <input type="text"/>	First Name and Address in Ink Or Use Typewriter	
STREET & NUMBER <input type="text"/>		
CITY & STATE <input type="text"/>	ZIP CODE <input type="text"/>	
SIGN YOUR NAME HERE (DO NOT PRINT)		
Sign your own name only. Under the law, information in your social security record is confidential and anyone who signs another person's name can be prosecuted. If you have changed your name from that shown on your social security card, please copy your name below exactly as it appears on your card.		

EXTRA FREE BONUS!

If you order right away, you'll also get a free copy of "201 Answers to Questions About Social Security." Here is the up-to-the-minute information you need to collect every penny you've got coming to you!

Please send me _____ copies of your report "HOW TO COLLECT FROM SOCIAL SECURITY AT ANY AGE"—plus my Extra Free Bonus.

Make check payable and mail to:
The Good News Publishing Company
7576 Freedom Avenue
North Canton, Ohio 44720

SHIPPING LABEL

Print your name _____
Address _____
City _____
State _____ Zip # _____



How to get what the U.S. Government owes YOU!

320 ALMOST SECRET WAYS TO
GET SOMETHING BACK FOR YOUR TAX DOLLARS — RIGHT AWAY!

By Gary Halbert

Dear Taxpayer:

What do you get?

The "poor" get federal housing, food stamps, and other welfare benefits. The rich get oil depletion allowances, lower interest rate loans, and expense accounts.

What do you get?

The answer to that one is easy. **YOU GET TO PAY TAXES!** Isn't that nice? It is a bit depressing isn't it? To work so hard for your money and then each year give Uncle Sam a bigger and bigger share of it.

What can you do about it?

Well, you could always cheat. Or move to another country.

But seriously, if you are already claiming all of the legitimate deductions you are entitled to, there is still something you should do. And that is...

MAKE SURE THAT YOU ARE GETTING EVERY PENNY'S WORTH OF GOVERNMENT BENEFITS THAT YOUR HARD-EARNED DOLLARS ARE PAYING FOR!

For example:

- Did you know that the government will lend a United States citizen \$5000 and more at below market interest rates? If... the citizen knows how to apply for the loan!
- Or that the government is so eager to award scholarships and finance college educations that Uncle Sam pays good money just to locate deserving students.
- Need insurance? You can save hundreds of dollars in premium rates with low cost government policies.
- How would you like to have your own 5-acre vacation hideaway? Prices begin as low as \$25 per acre!
- Did you know the advantages of collecting your social security benefits before you reach your sixties? Or that 1½ million children receive social security checks each month? Would you be interested in a complete foreign language course for only \$2.00? How

about exciting high profit insured investments? Or traveling in the U.S. and abroad at government expense?

- How much do you really know about your social security medicare or the NEW veterans benefits?

You know, a person could fill an entire report just listing little-known government benefits that are available to every U.S. citizen. I know, because with the help of a friend, I did. It's titled **"HOW TO GET WHAT THE U.S. GOVERNMENT OWES YOU."** It has 320 government benefits that most people have never heard of. But it doesn't just list them, mind you, it tells you how to get them! It tells you how to qualify, who to contact (including all necessary addresses) and what to say.

I am thinking about publishing the report in a hard cover edition selling for around \$8.95. Perhaps I will. But this has been a labor of love for me. And right now I'd like the satisfaction of immediately getting the information into the hands of as many short-changed taxpayers as possible. So I've had a local printer reproduce the manuscript in report form and bind it with a soft cover. And I am offering it, personally, direct, by mail, for only \$3.00.

If you are interested, please let me know right away as I have only ordered a small press run. You can order by using the coupon at the bottom of this page.

P.S. If you don't take advantage of these benefits, you are cheating yourself. After all, you have already paid for them.

P.P.S. The government comes out with new benefits nearly every day. To keep you up to date, I will send you information about them every other month for the next 12 months. This information comes in a small special publication called *The Good News Hot Line*. There is no extra charge for this.

CHAPTERS:

1. Free for all aliens and refugees	7
2. Free for American Indians	7
3. Free for antique car buffs	7
4. Free for boaters	7
5. Free for businessmen & investors	8
6. Free career and job training	9
7. Free consumer protection services	11
8. Free employment services & civil service jobs	12
9. Free for farmers & gardeners	14
10. Free films, filmstrips & slides	16
11. Free financial assistance & loans	21
12. Free from the State Dept.	25
13. Free services & benefits all bureaus in the Department of Health, Education & Welfare	26
14. Free help for you from Uncle Sam all around your home or apt.	28
15. Free to you from Internal Revenue	29
16. Low cost U.S. Government land bargain & programs	31
17. Free from the Library of Congress & The National Archives	34
18. Free maps	34
19. Free marriage & divorce records location services & directories	35
20. Free about space & the moon	35
21. Free from the Federal Reserve System	36
22. Free protection from natural disasters	36
23. Free for nature lovers and sportsmen	36
24. Free from the U.S. Navy	40
25. Free oil, gas & mineral lease opportunities	40
26. Free for parents	41
27. Free postal regulations & library	44
28. Free posters	44
29. Free for prospectors	45
30. Free safety services & benefits	46
31. Free science services & benefits	46
32. Free for senior citizens	47
33. Free sickness & health benefits	48
34. Free library of social security benefits	52
35. Free for students & teachers	53
36. Free gov't. surplus opportunities	55
37. Free for travelers & vacationers	56
38. Free for veterans	58
39. Free for women	64

PLUS 2 EXTRA REPORTS — FREE

Free Report No. 1: "How to Complain to the U.S. Government"; Free Report No. 2: "Directory of Regional and Local Addresses of U.S. Government Agencies."

Dear Gary:

Enclosed find \$3.00. Please send me a copy of "HOW TO GET WHAT THE U.S. GOVERNMENT OWES YOU" plus my copies of the GOOD NEWS HOTLINE — FREE. I understand that if I am not satisfied that I may return the book for a full and immediate refund of my \$3.00.

Make checks payable and mail to:
THE GOOD NEWS PUBLISHING COMPANY
7576 Freedom Avenue
North Canton, Ohio 44720

Name _____
Address _____
City _____ Zip _____ State _____

3687 Ira Road
Bath, Ohio 44210

Phone: 1-216-666-9356

Dear Mr. Macdonald,

Did you know that your family name was recorded with a coat-of-arms in ancient heraldic archives more than seven centuries ago?

My husband and I discovered this while doing some research for some friends of ours who have the same last name as you do. We've had an artist recreate the coat-of-arms exactly as described in the ancient records. This drawing, along with other information about the name, has been printed up into an attractive one-page report.

The bottom half of the report tells the story of the very old and distinguished family name of Macdonald. It tells what the name means, its origin, the original family motto, its place in history and about famous people who share it. The top half has a large, beautiful reproduction of an artist's drawing of the earliest known coat-of-arms for the name of Macdonald. This entire report is documented, authentic and printed on parchment-like paper suitable for framing.

The report so delighted our friends that we have had a few extra copies made in order to share this information with other people of the same name.

Framed, these reports make distinctive wall decorations and they are great gifts for relatives. It should be remembered that we have not traced anyone's individual family tree but have researched back through several centuries to find out about the earliest people named Macdonald.

All we are asking for them is enough to cover the added expense of having the extra copies printed and mailed. (See below.) If you are interested, please let us know right away as our supply is pretty slim. Just verify that we have your correct name and address and send the correct amount in cash or check for the number of reports you want. We'll send them promptly by return mail.

Sincerely,

Nancy L. Halbert

P.S. If you are ordering only one report, send two dollars (\$2.00). Additional reports ordered at the same time and sent to the same address are one dollar each. Please make checks payable to me, Nancy L. Halbert.

Halbert's, Inc.
3687 Ira Road
Bath, Ohio 44210
Phone: 216-659-4145

October 30, 1972

Dear Mr. Friedmann:

I thought you would like to see what the Friedmann coat-of-arms looks like in full color, so I'm sending you the enclosed snapshot.

The handsome wall plaque it shows is our newest and (I think) our most beautifully designed product. It measures 16" x 10-1/2", has a walnut wood-toned finish and a three dimensional sculptured effect.

Since this is a new product, we needed some pictures of it for advertising purposes. And, as you can see, the Friedmann coat-of-arms is one of those I have chosen to use to show off the quality of our new creation.

You can see our ad in House & Garden and House Beautiful featuring this plaque at \$27.75. It is a bargain at that price. We don't normally have so-called "sales" or offer discounts on our coat-of-arms products. But since we have already researched and prepared the Friedmann coat-of-arms in full color and have this particular wall plaque in stock, ready to ship, I'd like to offer it to you at an honest reduction.

So, if you would like to have this plaque to grace your home or if you are looking for a never-before-given gift for a relative, you can have it for only \$19.95. And that is a full and honest 28% price reduction.

To order, you need send no money. All you have to do is fill out and return the order card to me in the enclosed, stamped envelope.

Just one thing. If you decide you don't want the Friedmann plaque - even at this bargain price - would you please drop me a note to let me know. That way, I'll have a chance to offer it to someone else named Friedmann, at this special price. I hope you order the plaque but either way it would be a favor if you let me know in 15 days.

Thank you very much for being one of our customers.

Sincerely,

Nancy L Halbert

P.S. You can, of course, order more than one plaque with the full-color Friedmann coat-of-arms. And, frankly, I hope you do. But I am offering the 28% price reduction only on the ones we have already prepared. Additional plaques are \$27.75.

How to Write Promotions — Ben Suarez Method

The following system which is self-contained and self-explanatory represents my latest way of creating advertising promotions. It takes the significant techniques of the past masters, adds to them techniques created by myself and puts them all into a unique form. I have always conceived and written all of my promotions in the past. But, my new method allows a person who lacks writing experience to create a promotion. This concept has many advantages that do not meet the eye at first. The big advantage of this system is that it allows for quick and efficient writing of advertising promotions. It allows for more people to be working on the promotion than just one. It allows the entrepreneur to come in and do the overall, heavy creative work and delegate off the detail work. It gives you a tool that allows a person who cannot write or thinks he cannot write to especially delegate off that portion of the

work. With this system, if you yourself do not have the gift for writing, you can fill out most of this form and turn it over to a person who can write.

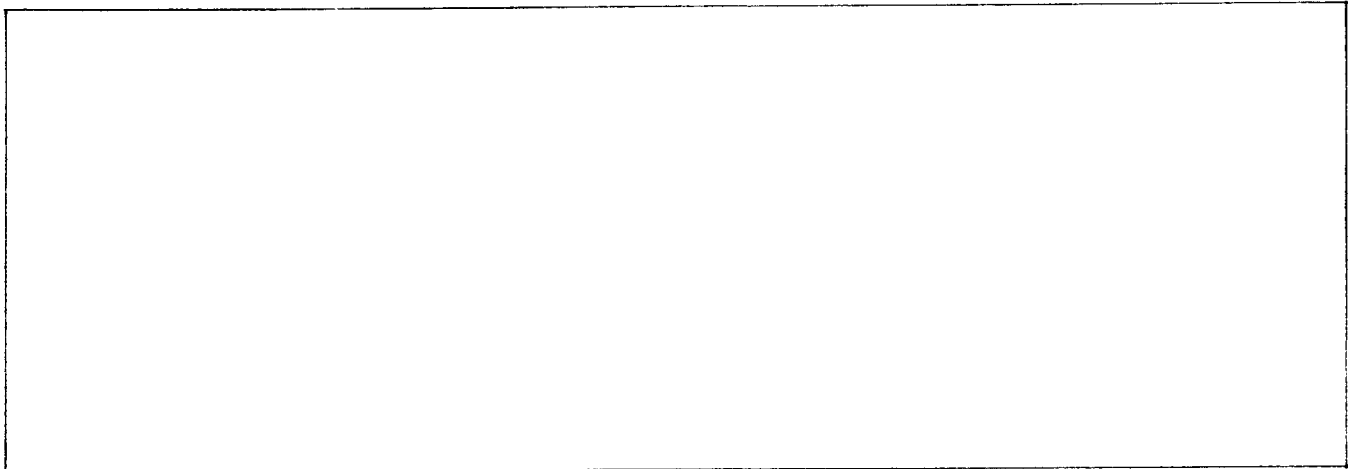
My recommended sources for these people who can write are: (1) Go to an advertising agency. Find out who the copywriter is and make a deal with that person to write your copy at home in their spare time. It will be much cheaper than getting it done through the advertising agency. (2) If you can get somebody associated with advertising, try to get somebody who can write who has some kind of salesmanship ability. Sources would be friends you know who can write or a small classified ad in the paper for a free lance writer will usually produce many results. (3) The form serves as an excellent reminder for all the techniques and knowledge that everyone forgets.

THE BENJAMIN D. SUAREZ SYSTEM FOR THE CREATION OF ADVERTISING PROMOTIONS

A. PRODUCT

1. PRODUCT SKETCH

Draw a rough sketch of the product complete with all additional items — as customer receives product:



2. PHYSICAL DESCRIPTION

- a) Size _____
- b) Weight _____
- c) Materials _____
- d) Components _____
- e) Appearance _____

3. ECONOMICS

- a) Selling Price _____
- b) Direct Cost to Product _____
- c) Cost to receive adv. _____
- d) Cost to ship _____
- e) Gross profit $a - (c + d + e)$ _____

- f) Break even point of sales response _____
Breakeven point in orders = S/P where S = SOLICITATION UNIT COST in whole numbers and decimals. This means the total cost it takes to get your solicitation (letter, space ad, T.V., etc.) to the customer, including list rental fees or any others. In direct mail, if it costs you 25¢ to mail each letter to a customer, SOLICITATION UNIT COST or S is .25. If a newspaper charges you \$12.00 per thousand to run your ad, you divide \$12.00 by 1000 and your SOLICITATION UNIT COST or S is .012.

and

P = PROFIT - GROSS PROFIT in dollars, which is defined by the selling price minus the total direct cost that it takes to get the product to the customer, including anticipated refunds. If you sell an item for \$10.00 and it costs you \$3.00 to get it to the customer, your profit or P is \$7.00.

- g) Desired sales response _____
h) Desired gross profit volume _____
4. QUALITY
a) How was product produced

b) Quality of materials

c) Quality of craftsmanship

5. BENEFITS

a) All Benefits

b) Big Main Benefit

c) Best Hard Hitting Benefits (Bullets)

6. COMPANY DESCRIPTION

B. MEDIA

1. GENERAL CLASSIFICATION

- a) direct mail, space, television, radio, telephone, flyer

2. SPECIFIC TYPE

- a) type list, type space

3. DEMOGRAPHICS OF PEOPLE MEDIA WILL REACH:

- (1) Sex
- (2) Age
- (3) Universe or size of list
- (4) Geographical location
- (5) Interests
- (6) Type products bought before
- (7) Price products bought before
- (8) Average income
- (9) Average education

4. MEDIA COST/UNIT

5. LEAD TIME TO INSERT AD

6. PHYSICAL LIMITATION OF PROMOTION ON MEDIA

7. SPECIFIC NEEDS OF PROSPECTS IN MEDIA -- Check those that apply:

(According to Victor O. Schwab)

a) People want to gain:

- (1) health; (2) time; (3) money; (4) popularity; (5) improved appearance; (6) security in old age; (7) praise from others; (8) comfort; (9) leisure; (10) pride of accomplishment; (11) advancement — business, social; (12) increased enjoyment; (13) self-confidence; (14) personal prestige.

b. **People want to be:**

- (1) good parents; (2) sociable, hospitable; (3) up-to-date; (4) creative; (5) proud of their possessions; (6) influential over others; (7) gregarious; (8) efficient; (9) "first" in things; (10) recognized as authorities.

c. **People want to do:**

- (1) express their personalities; (2) resist domination by others; (3) satisfy their curiosity; (4) emulate the admirable; (5) appreciate beauty; (6) acquire or collect things; (7) win others' affection; (8) improve themselves generally.

d.) People want to save:

- (1) time; (2) money; (3) work, (4) discomfort; (5) worry; (6) doubts; (7) risks; (8) personal embarrassment.¹

¹Reprinted with permission, Victor O. Schwab, *How to Write a Good Advertisement*, Harper & Row, 1962.

e) Other needs not listed:

C. PROMOTION

1. THEME

2. SKETCH OF ALL COMPONENTS & FORMAT

--

3. INTERESTING ANECDOTES
4. QUOTES FROM BOOKS, NEWS PUBLICATIONS, T.V., GOVERNMENT STUDIES
5. FAMOUS PEOPLE WHO USE PRODUCT, FINANCIAL INSTITUTIONS, ORGANIZATIONS WHO USE
6. SCIENTIFIC EXPERIMENTS & SURVEYS
7. TESTIMONIALS OF USERS OF PRODUCT
8. YOUR TESTIMONIAL AND OPINION
9. SIDE BENEFITS
10. PROPOSITION

11. GEOGRAPHICAL TIE-INS

12. PROOF OF YOUR EXISTENCE AND CREDIBILITY

13. ORDER INFORMATION & METHODS

14. PROPOSITION, SWEEPSTAKES, ETC. (Fig. 9)

15. GUARANTEE

16. PROOF THAT YOU EXIST

17. ORDER INFORMATION

18. MISCELLANEOUS

19. GENERAL COPY OUTLINE

- a) Product main benefits (A5b)
- b) Interesting anecdote (C3) — famous people in house (C5) — book quotes (C4) — geographical tie-ins (C11)
- c) How product is produced (A4a)
- d) Product Quality (A4)
- e) More interesting anecdotes (C3) — famous people (C5) — book quotes (C4)
- f) Bullets (A5c)
- g) Testimonials — other people (C7) — yours (C8)
- h) Side benefits (C9)
- i) Miscellaneous (C18)
- j) Proposition (C10)
- k) Details physical description (A2)
- l) Guarantee & proof of your existence (C15, C16)
- m) Order information (C17)

20. REFERENCE SECTION

A. Writing Checklist

- 1) Small words
- 2) Short sentences
- 3) Short paragraphs
- 4) One paragraph leads to another — flow
- 5) Greased chute — no dead spots in copy
- 6) DO NOT USE: rhetoric, humor, puns, clever sayings, platitudes. Your customer is making a decision on parting with his hard-earned money. He doesn't care about you, about how witty you are, about how well educated you are. Parting with his money is not humorous to him. Sometimes it's downright grim. He doesn't have time for you. He doesn't even want to read your ad. He won't wade through big words — something that is hard to read.

7) 11 COPY CHECKPOINTS

1. Does the lead sentence immediately arouse the reader's interest?
2. Is the lead short and to the point?
3. Is the reader promised a benefit in the opening paragraph?
4. Does your story proceed logically from one point to another?
5. Is your story believable?
6. Did you ask for an order, and make ordering instructions clear?
7. Is your copy slanted toward the reader and what your product can do for him?
8. Are your sentences short? Words common? Paragraphs short?
9. Did you include a testimonial from someone who has used your product?
10. Are there any famous people who have used your product? Any historical significance such as "based on 2000-year old recipe"?
11. Did you include quotes from well-known books or authorities?

8) 14 WAYS TO HOLD INTEREST LONGER

1. Give your copy news value. Put your most newsworthy item in the first paragraph. Even old news to you is probably fresh news to your reader.
2. Avoid long and drawn out generalities. Be specific. "A number of people tested" is not nearly as interesting as "of the 183 people tested".
3. Immediately tie in your copy with the needs and desires of the reader.
4. Sell benefits and advantages, not things. Don't bog your reader with selling points and product features. Turn all features into benefits. A handbag that features double stitching means little or nothing to most women. But "double stitched so seams won't split, your handbag lasts longer, is more durable" means something to every woman.

5. Use sales angles with the broadest general appeal. Don't spend a lot of time with minor claims that only appeal to a small segment.
6. Give your copy plenty of emotional appeal...dramatize points. As Elmer Wheeler put it, "sell the sizzle, not the steak".
7. Let your reader identify with what you are saying.
8. Make your claims vivid and inspiring. You want the reader to want your product.
9. Include showmanship, human interest and personality in your copy, but keep it natural. Readers can spot phonies and overacting right away.
10. Build your copy toward action. Keep your reader asking, "How can I get it?"
11. Write your copy with present tense, singular. Let your reader see himself doing whatever it is you are talking about.
12. Make your verbs active, and your nouns graphic. The clearer you create a word picture in your reader's mind, the easier he will "see" what you mean.
13. Avoid a lot of adjectives, adverbs, pronouns, demonstrative articles, dependent clauses and phrases, subjunctive mood. If in doubt about using any of these, leave them out.
14. Keep your copy compact and moving. Even long copy, if it flows easily, can seem very short and effortless to read. Moving logically from one point to another, your copy should naturally lead your reader to the point of response.

B. Winning Headlines

1. The Secret of Making People Like You
2. A Little Mistake That Cost a Farmer \$3,000 a Year
3. Advice to Wives Whose Husbands Don't Save Money — By a Wife
4. The Child Who Won the Hearts of All
5. Are You Ever Tongue-Tied at a Party?
6. How a New Discovery Made a Plain Girl Beautiful
7. How to Win Friends and Influence People
8. The Last 2 Hours Are the Longest — and Those Are the 2 Hours You Save
9. Who Else Wants a Screen Star Figure?
10. Do You Make These Mistakes in English
11. Why Some Foods "Explode" in Your Stomach
12. Hands That Look Lovelier in 24 Hours — or Your Money Back
13. You Can Laugh at Money Worries — if You Follow This Simple Plan
14. Why Some People Almost Always Make Money in the Stock Market
15. When Doctors "Feel Rotten" This is What They Do
16. It Seems Incredible That You Can Offer These Signed Original Etchings — For Only \$5 Each!
17. Five Familiar Skin Troubles — Which Do You Want to Overcome?
18. Which of These \$2.50 to \$5 Best Sellers Do You Want — For Only \$1 Each?
19. Who Ever Heard of a Woman Losing Weight — and Enjoying 3 Delicious Meals at the Same Time?
20. How I Improved My Memory in One Evening
21. Discover the Fortune That Lies Hidden in Your Salary
22. Doctors Prove 2 Out of 3 Women Can Have More Beautiful Skin in 14 Days
23. How I Made a Fortune With a "Fool Idea"
24. How Often Do You Hear Yourself Saying: "No, I Haven't Read It; I've Been Meaning To!"
25. Thousands Have This Priceless Gift — But Never Discover It!
26. Whose Fault When Children Disobey?
27. How a "Fool Stunt" Made Me a Star Salesman
28. Have YOU These Symptoms of Nerve Exhaustion?
29. Guaranteed to Go Thru Ice, Mud, or Snow — or We Pay the Tow!
30. Have YOU a "Worry" Stock?
31. How a New Kind of Clay Improved My Complexion in 30 Minutes
32. 161 NEW Ways to a Man's Heart — In This Fascinating Book for Cooks
33. Profits That Lie Hidden in Your Farm
34. Is the Life of a Child Worth \$1 to You?
35. Everywhere Women are Raving About This Amazing New Shampoo!
36. Do YOU Do Any of These Ten Embarrassing Things?
37. Six Types of Investors — Which Group are YOU in?
38. How to Take Out Stains...Use (Product Name) and Follow These Easy Directions
39. Today...Add \$10,000 to Your Estate — For the Price of a New Hat
40. Does YOUR Child Ever Embarrass You?
41. Is Your Home Picture-Poor?
42. How to Give Your Children Extra Iron — These 3 Delicious Ways
43. To People Who Want to Write — But Can't Get Started
44. This Almost-Magical Lamp Lights Highway Turns Before You Make Them
45. The Crimes We Commit Against Our Stomachs
46. The Man With the "Grasshopper Mind"
47. They Laughed When I Sat Down at the Piano — But When I Started to Play!
48. Throw Away Your Oars!
49. How to do Wonders With a Little Land!
50. Who Else Wants Lighter Cake — In Half the Mixing Time?
51. Little Leaks That Keep Men Poor
52. Pierced by 301 Nails — Retains Full Air Pressure
53. No More Back-Breaking Garden Chores for ME — Yet Ours is Now the Showplace of the Neighborhood!
54. Often a Bridesmaid, Never a Bride
55. How Much is "Worker Tension" Costing Your Company?
56. To Men Who Want to Quit Work Someday
57. How to Plan Your House to Suit Yourself
58. BUY NO DESK...Until You've Seen This Sensation of the Business Show
59. Call Back Those Great Moments at the Opera

- "I Lost My Bulges...And Saved Money Too"
- Why (Brand Name) Bulbs Give More Light This Year
- Right and Wrong Farming Methods — and Little Pointers That Will Increase Your Profits
- New Cake-Improver Gets You Compliments Galore!
- IMAGINE ME...Holding an Audience Spellbound for 30 Minutes!
- This is Marie Antoinette — Riding to Her Death
- Did You Ever See A "Telegram" From Your Heart?
- Now Any Auto Repair Job Can be "Duck Soup" For You
- New Shampoo Leaves Your Hair Smoother — Easier to Manage
- It's a Shame for YOU Not to Make Good Money — When These Men Do It So Easily
- You NEVER Saw Such Letters as Harry and I Got About our Pears
- THOUSANDS NOW PLAY Who Never Thought They Could
- Great New Discovery Kills Kitchen Odors Quick! — Makes Indoor Air "Country-Fresh"
- Make This 1-Minute Test — Of An Amazing New Kind of Shaving Cream
- ANNOUNCING ... The New Edition of the Encyclopedia That Makes It Fun to Learn Things
- Again She Orders..."A Chicken Salad, Please"
- For the Woman Who is Older Than She Looks
- Where You Can Go in a Good Used Car
- Check the Kind of Body YOU WANT
- "You Kill That Story — or I'll Run You Out of the State!"
- Here's a Quick Way to Break Up a Cold
- There's Another Woman Waiting for Every Man — and She's Too Smart to Have "Morning Mouth"
- This Pen "Burps" Before it Drinks — But Never Afterwards!
- If YOU Were Given \$200,000 to Spend — Isn't This the Kind of (Type of Product, but Not Brand Name) You Would Build?
- "Last Friday...Was I Scared! My Boss Almost Fired Me!"
- 67 Reasons Why It Would Have Paid You to Answer Our Ad a Few Months Ago
- Suppose This Happened on YOUR Wedding Day!
- Don't Let Athlete's Foot "Lay You Up"
- Are They Being Promoted Right Over Your Head?
- Are We a Nation of Low-Brows?
- A Wonderful Two Years' Trip at Full Pay — But Only Men With Imagination Can Take It
- What Everybody Ought to Know...About This Stock and Bond Business
- Money-Saving Bargains from America's Oldest Diamond Discount House
- Former Barber Earns \$8,000 in 4 Months as a Real Estate Specialist
- FREE BOOK — Tells You 12 Secrets of Better Lawn Care
- Greatest Gold Mine of Easy "Things-to-Make" Ever Crammed Into One Big Book
- \$80,000 IN PRIZES! Help Us Find the Name For These New Kitchens
- NOW! Own Florida Land This Easy Way...\$10 Down and \$10 a Month
- Take any 3 of These Kitchen Appliances — For Only \$8.95 (Values up to \$15.45)
- Save 20¢ on 2 Cans of Cranberry Sauce — Limited Offer
- ONE PLACE-SETTING FREE For Every Three You Buy!!

103. How Your Horoscope Can Bring You Wealth, Love, Success and Happiness.
104. The Secret of Having Good Luck
105. Why People in Vermont are Healthier, Less Overweight, Stay Young Longer, Live Longer Than People of Any Other State in the Union
106. The Machine That Peels Off Pounds While You Sit Back and Enjoy It
107. Famed Physicist proves That Sitting In A Pyramid Causes Unexplainable Good Things To Happen
108. Fountain of Youth Discovered By Little Known Civilization Over 2300 Years Ago
109. Ohio Man Discovers the Secret of How to Escape the American Rat Race
110. Lazy Man's Way to Riches

C. Proposition (Figure 9)

D. Poem

This poem (no one seems to know the author) presents a serious message in a humorous way. Read it each time you sit down to write a piece of copy.

*I see that you've spent quite a big wad of dough
To tell me the things you think I should know.
How your plant is so big, so fine, and so strong;
And your founder had whiskers so handsomely long.*

*So he started the business in old '92!
How tremendously int'resting that is . . . to you.
He built up the thing with the blood of his life?
(I'll run home like mad, tell that to my wife!)*

*Your machinery's modern and oh so complete;
Your "rep" is so flawless; your workers so neat.
Your motto is "Quality" . . . capital "Q" —
No wonder I'm tired of "Your" and of "You"!*

*So tell me quick and tell me true
(Or else, my love, to hell with you!)*
*Less — "how this product came to be";
More — what the damn thing does for me!*

*Will it save me money or time or work;
Or hike up my pay with a welcome jerk?
What drudgery, worry, or loss will it cut?
Can it yank me out of a personal rut?*

*Perhaps it can make my appearance so swell
That my telephone calls will wear out the bell;
And thus it might win me a lot of fine friends —
(And one never knows where such a thing ends!)*

*I wonder how much it could do for my health?
Could it show me a way to acquire some wealth —
Better things for myself, for the kids and the wife,
Or how to quit work somewhat early in life?*

*So tell me quick and tell me true
(Or else, my love, to hell with you!)*
*Less — "how this product came to be";
More — what the damn thing does for me!*

Reprinted with permission. Victor O. Schwab. *How to Write a Good Advertisement*. Harper & Row, 1962.

101. How to Get What the U.S. Government Owes You!
102. How to Collect From Social Security at Any Age!

VEN DIRECT RESPONSE OFFERS

1. **PRICE** — Consider your market and the prices for competitive products. But make sure that the right price is also profitable for you. In most cases the mark-up will be at least 3 times your cost.
2. **FREE TRIAL** — By offering a free trial the customer gets to see the product, and try it, before he spends his money. This is perhaps the best universal mail order offer.
3. **MONEY-BACK GUARANTEE** — Second best to a free trial, the money-back guarantee gives the customer some assurance that he will not get gypped. From a selling standpoint, customers have to be very dissatisfied with the product before they will take the time and effort to return it.
4. **CASH WITH ORDER** — Used primarily with a money-back guarantee. Little incentives like a 3% discount with cash or "we pay postage and handling" are a big help.
5. **BILL ME LATER** — Generally used with free trial offers. Because there is no cash up front, the response is sometimes double that of a cash with order offer.
6. **INSTALLMENT TERMS** — Used to sell big ticket items or long term magazine subscriptions. This allows the customer to keep his payments down to about \$10 or \$20 a month.
7. **CHARGE CARDS** — The same as bill me later or installment terms, except the seller does not have to handle all the paper work.
8. **C.O.D.** — Allows customer to pay later, when the mailman delivers product. C.O.D. is not widely used today because of its added cost.
9. **FREE GIFT FOR AN INQUIRY** — Inquiries about a product or service are usually increased when a free gift is offered. But some may just be curiosity seekers who are interested in the gift.
10. **FREE GIFT FOR A TRIAL ORDER** — Commonly used as a continuity book offer. The customer keeps the gift just for trying the product, with or without purchase.
11. **FREE GIFT FOR BUYING** — Sometimes offered with a minimum purchase or if customer orders before a specified date or within a specified time limit.
12. **MULTIPLE FREE GIFTS WITH A SINGLE ORDER** — Companies that have found it profitable to offer one free gift sometimes find it even more profitable to offer two or more.
13. **YOUR CHOICE OF FREE GIFTS** — Generally not as good as offering one pre-selected gift. Customers do not like to be bothered with decisions. From a selling standpoint, "your choice of free gifts" could be used as a test to determine which gift is most appealing.
14. **FREE GIFTS BASED ON SIZE OF ORDER** — Large general interest catalogs sometimes offer an inexpensive gift for orders of \$10 to \$40; a better gift for orders totaling \$50 to \$100; and a luxury gift for orders over \$100.
15. **TWO-STEP GIFT OFFER** — For example, a free booklet for examining a set of encyclopedias (first step) and a free slipcase for storing them when you make the purchase (second step).
16. **CONTINUING INCENTIVE GIFTS** — Used to keep customers coming back. Most common are bonus discount coupons. Depending on your product, a "series" gift could be offered such as a free place setting of silverware or a free President's glass. At one time trading stamps were very popular, but their high cost has now made the trading stamp all but a thing of the past.
17. **MYSTERY GIFT OFFER** — Sometimes pulls better response than offering a specific gift. You may want to indicate the item's retail value.
18. **FREE INFORMATION** — Inexpensive and flexible for the seller. The free information could be as brief or as detailed as you wish. "No salesman will call" is often used as an added assurance when free information is offered.
19. **FREE CATALOG** — Used successfully in both business and consumer marketing. The catalog can be put aside and used for ordering later.
20. **FREE BOOKLET** — Can help to establish your company's expertise when used as something other than a selling vehicle. Utility companies often offer free booklets such as "19 Ways to Cut Down Your Electric Bill".
21. **FREE FACT KIT** — A presentation including booklets, ad reprints, newspaper or magazine articles. More widely used in selling industrial products.
22. **SEND ME A SALESMAN** — Inquiries are usually people who have already decided to order product or service. Eliminates curiosity seekers.
23. **FREE DEMONSTRATION** — Generally used for selling large equipment. If the item is too large for transporting, the prospect is invited to attend a special showing.
24. **FREE "SURVEY OF YOUR NEEDS"** — Primary appeal is for industrial products or services. The survey can pinpoint the respondents' needs and interests, thus helping the manufacturer to develop new products or adopt a new slant to his advertising.
25. **FREE COST ESTIMATE** — Used in industry and insurance companies. Can be profitable if selling a high ticket item or service whose price can be negotiable.
26. **FREE DINNER** — The most common users are realtors. A sales presentation is made in the relaxed atmosphere of a fashionable restaurant.
27. **FREE FILM OFFER** — Generally used by film processing companies, but this offer also lends itself to photography products or even vacation packages or products.

28. **FREE HOUSE ORGAN SUBSCRIPTION** — Used by industrial companies for customers and prospects.
29. **FREE TALENT TEST** — Commonly used by home study schools. All such tests are required, by law, to measure talent or ability. They cannot be used as come-ons.
30. **GIFT SHIPMENT SERVICE** — Primarily used by gift food firms. At no extra cost to the customer, shipments are made to all those indicated on his gift list.
31. **CASH DISCOUNT** — Most often used in the form of a discount coupon or certificate. It should be noted that in most cases a cash discount offer will pull lower than a free gift of the same value.
32. **SHORT-TERM INTRODUCTORY OFFER** — The prospect tries the product for a short time at a reduced price. The trick here is to convert these short-term responders into long-term customers.
33. **REFUND CERTIFICATE** — If made to appear like an uncashed check, it is hard to resist the temptation to cash it. The refund certificate is most commonly used when a prospect is asked to send \$1 for a catalog, refunded with first order.
34. **INVESTMENT OFFER** — Points out how much money the customer will save in the long run by using this product.
35. **INTRODUCTORY ORDER DISCOUNT** — Used to bring in new customers, such as magazine subscribers. This offer works well, but it is touchy. Many times regular customers will complain if they are not offered a similar discount.
36. **TRADE DISCOUNT** — Used for specialized clubs or businesses or professions.
37. **EARLY BIRD DISCOUNT** — Generally used before the normal buying season. "Pre-holiday" discounts are an example.
38. **QUANTITY DISCOUNT** — The most common quantity discount is the long-term magazine subscription. The longer your subscription, the lower your cost per copy.
39. **SLIDING SCALE DISCOUNT** — Much like the free gift based on size of order, the discount depends on the size of order. The larger your order, the larger your discount.
40. **SELECTED DISCOUNTS** — Generally used in catalogs, where certain items are pushed with special discounts.
41. **SEASONAL SALES** — If seasonal sales prove successful, they are usually repeated each year at the same time. Seeds and plants are popular items, as is anything tied in specifically with spring, summer, fall or winter.
42. **REASON-WHY SALES** — Pre-inventory clearances, liquidations, moving sales and other such reasons-why lend more credibility to the sale.
43. **PRICE INCREASE NOTICE** — This is the last chance to order at the old prices before increases take effect on a specified date.
44. **RANDOM DRAWING SALE** — Can be used where demand far exceeds supply. Buyers for a limited number of items are randomly selected from all respondents.
45. **FREE SAMPLE** — Similar to a free trial. One of the strongest offers you can make. Nothing sells better than a good sample of a good product.
46. **NOMINAL CHARGE SAMPLES** — Sometimes response is even better when a sample is offered at a nominal charge, rather than free. A small charge such as 25 cents helps put a value on your product, as well as eliminate some curiosity seekers.
47. **SAMPLE OFFER WITH TENTATIVE COMMITMENT** — Magazines are the most common users of this offer. Example: Look over the first issue of your subscription. If you're not satisfied, just mark "cancel" on your bill.
48. **QUANTITY SAMPLE OFFER** — Business services and newsletters have enjoyed success with this one. The head of a sales training program may be asked to indicate the number of members he has in his class so that each can receive a complimentary sample.
49. **FREE SAMPLE LESSON** — Home study schools use this offer as a demonstration of their course.
50. **LIMITED TIME OFFERS** — Effective in forcing a decision when used with a specific date.
51. **ENROLLMENT PERIODS** — Lends itself to insurance companies and home study schools. A specific date is indicated as the end of an enrollment period.
52. **PRE-PUBLICATION OFFER** — Book publishers use this one to help determine their press runs.
53. **CHARTER MEMBERSHIP OR SUBSCRIPTION OFFER** — Those who like to be the first to try out new things are the most responsive to charters. New publications, new clubs and new subscription services have been especially successful.
54. **LIMITED EDITION OFFER** — Collectable items such as art prints, coins and stamps are especially suited for this offer.
55. **EXTENDED GUARANTEE** — Use the product for a month or a year, etc., or "we'll refund the unexpired portion of your subscription."
56. **DOUBLE-YOUR-MONEY-BACK GUARANTEE** — Shows real confidence in your product, but it can be costly if many people take you up on the offer.
57. **GUARANTEED BUY-BACK AGREEMENT** — Used primarily with limited edition items. The seller agrees to buy back the item at its original price within a specified time.

58. **GUARANTEED ACCEPTANCE OFFER** — Insurance companies use this offer to draw people who might not otherwise qualify.
59. **MULTI-PRODUCT OFFERS** — The best example is a catalog. On a smaller scale, two or more products or services are offered in the same mailing package or ad.
60. **PIGGYBACK OFFERS** — One product or service is featured, with others going along for a free ride.
61. **DELUXE OFFER** — Book publishers use this one as an option. A standard cover is offered for \$12.95. A deluxe leather bound volume with gold leaf stamping is offered for \$14.95. (Approximately 10% will order the deluxe version.)
62. **GOOD-BETTER-BEST OFFER** — Be careful with this one. The customer is asked to make a choice. Companies selling jewelry will sometimes offer an item in 12K gold, sterling silver or 24K gold.
63. **ADD-ON OFFER** — Can be used effectively when a low-cost item that related to the featured item is also offered. For example, a \$1 scrub brush can be added to an offer for a household cleaning product.
64. **WRITE-YOUR-OWN-TICKET OFFER** — Used primarily to sell magazine subscriptions. A special price is offered. The customer fills in the number of weeks for his subscription.
65. **BOUNCE-BACK OFFER** — Very popular today in many areas of consumer marketing. An additional offer is made with the product shipment or invoice.
66. **INCREASE AND EXTENSION OFFERS** — Magazines commonly use this one to encourage subscribers to extend their present subscriptions. A card is checked and mailed in for a 1-year subscription. The customer's invoice for a 1-year subscription will allow him the option to increase his subscription to 2 years or more at a reduced price.
67. **DRAWING TYPE SWEEPSTAKES** — Prospects get one or more chances to win, with all winners selected by random drawing.
68. **LUCKY NUMBER SWEEPSTAKES — WINNING NUMBERS ARE PRE-SELECTED.** The appeal here is "You may already have won..."
69. **"EVERYBODY WINS" SWEEPSTAKES** — Almost obsolete today. An inexpensive gift was awarded to everyone who entered.
70. **INVOLVEMENT SWEEPSTAKES** — By mystery envelope, matching his number against an eligible number list or some other vehicle, the prospect predetermines the price he will win IF his entry is chosen.
71. **TALENT CONTESTS** — Home study courses use this one to offer free scholarships.
72. **POSITIVE OPTION** — Most popular with book clubs or record clubs. Each member must return a card to order each month.
73. **NEGATIVE OPTION** — Again, popular with book clubs and record clubs. The difference between this one and positive option is that a selection will be shipped to you automatically unless you return a rejection card.
74. **AUTOMATIC SHIPMENT** — When you subscribe, you give the publisher permission to automatically send you each new selection until you notify him to stop.
75. **CONTINUITY LOAD-UP OFFER** — Rather than pay for each book in a series, the customer is offered the balance of his series in one shipment while continuing to pay for just 1 volume each month.
76. **FRONT-END LOAD UPS** — Record clubs use this offer to secure a minimum purchase commitment. For example, 6 records for \$1 if you agree to purchase 4 more selections within the next 2 years.
77. **OPEN-END COMMITMENT** — This offer is similar to the front-end load up except there is no time limit for making the purchases you agree upon.
78. **"NO-STRINGS ATTACHED" COMMITMENT** — A very attractive front-end offer is made but there is no commitment for future purchases. This offer shows the seller's confidence in his product.
79. **LIFETIME MEMBERSHIP FEE** — Several record clubs use this offer. A one-time membership fee is charged. There are no minimum purchase commitments and no automatic shipments.
80. **ANNUAL MEMBERSHIP FEE** — Hobby and craft clubs and travel clubs are primary users. Annual memberships include numerous benefits throughout the year.
81. **PHILANTHROPIC PRIVILEGE** — This is a fund raising appeal. A donor's contribution receives nothing tangible in return.
82. **BLANK CHECK OFFER** — Used by fund raisers to provide installment contributions.
83. **EXECUTIVE PREVIEW CHARGE** — Similar to the refund certificate but lends itself specifically to high ticket items or services. Here the preview charge for a film or course can be \$25 or more, to be credited against the purchase price.
84. **YES/NO OFFERS** — A prospect is asked to let you know his decision either way, such as returning a token in a magazine subscription offer.
85. **SELF-QUALIFICATION OFFER** — Given a choice between a free booklet or a free demonstration, the seller can determine who are his most serious prospects.

86. **EXCLUSIVE RIGHTS FOR YOUR TRADING AREA** — The first respondent to your offer is awarded an exclusive trading area. This is particularly effective where you have numerous highly competitive firms.
87. **SUPER DRAMATIC OFFER** — A real attention getter. "Try my new typewriter ribbons for a month. If you don't like them, unwind them and return them to me."
88. **TRADE-IN OFFER** — "We'll give you \$5 for your old shaver, regardless of its condition, when you purchase a new Smoothie shaver."
89. **THIRD PARTY REFERRAL OFFER** — A list owner recommends your products or services to his customers.
90. **MEMBER-GET-A-MEMBER OFFER** — Book clubs and record clubs offer members a free gift when they get a friend to sign up.
91. **NAME-GETTER OFFERS** — Similar to the member-get-a-member offer, but here you are just getting names of prospects.
92. **PURCHASE-WITH-PURCHASE** — An appealing gift is offered at a special price with a regular purchase.
93. **DELAYED BILLING OFFER** — This "buy now, pay later" offer has its greatest appeal just before Christmas.
94. **REDUCED DOWN PAYMENT** — Used in continuity series if a customer does not respond to a regular price offer.
95. **STRIPPED-DOWN PRODUCTS** — A starter set or starter course is offered at a lower price if the customer has not responded to the regular offers.
96. **CATALOG SUBSCRIPTION OFFER** — A customer is asked to pay a small charge, such as 50 cents, or \$1 for a 1-year catalog subscription.
97. **RUSH SHIPPING SERVICE** — This offer is successful for seasonal products and film processing services. For an added charge, customers can get special 1 day service.
98. **COMPETITIVE OFFER** — Dramatic and sometimes effective when a customer is asked, for example, to turn in one credit card for another.
99. **NOMINAL REIMBURSEMENT OFFER** — Researchers, including marketing researchers, use this offer of a token payment such as \$1 to encourage customers to complete and return questionnaires or survey.
100. **RESEARCH OFFER** — Successful with self-improvement and self-analysis products. People like the attention of being personally researched or studied in order to find out more about themselves.
101. **ESTABLISH-THE-VALUE OFFER** — A very appealing free gift can be offered to your customers — with an extra one for a friend or relative available at the regular price.

Winning Ads

The ads that follow are some of P.C.A.'s winners, in both space and direct mail. A breakdown of advertising and production costs, profits and percentage of response is included. Following each photo reduction is the copy that was used. Note the common elements in all these ads.

How your horoscope can bring you wealth, love, success and happiness.

by NORMAN P. KENNEDY

Did you know your horoscope could mean the difference between happiness or sorrow; between success or failure?

Picture a long room with doors at each end. In this room there is money, attractive persons of the opposite sex, books that tell you the secret of happiness and many other valuable articles. But, also in this room are bottomless pits, traps, hostile persons and dangerous beasts chained in various places around the room. You must walk through this room, but you may take out of it anything you can.

Now if you had a choice, would you choose to 1) go through the room blindfolded or 2) go through the room with your eyes open and with written instructions on which places an and people to visit or avoid.

Of course, all of us would pick the second choice in a case such as this. Isn't it ridiculous, then, that we would choose to go thru life, the same situation, blindfolded! Even when there is a means to go thru life with a map and our eyes wide open! The means provided is Astrology. The map is our astrological horoscope.

How does it work? Nature's cosmos imprints each of us at the time of birth - when the umbilical cord is cut. We then become ourselves. Until the cord is cut, we are part of our mother. Why or how we presently do not know. The movement of the large solar bodies then times potentials for events in our lives. Astrology does not cause events but is timing of events. But, it's

and subconscious attitudes. In a major analysis, a one year forecast is also included.

Many people think that astrology only appeals to "way out" unscientific people. Nothing could be farther from the truth. In fact, studies show that astrology appeals most to intelligent and logical people.

Consider these famous scientists: Gable-astronomer, Carl Jung-psychologist, Johannes Kepler-astronomer, Roger Bacon-mathematician, Tycho Bache-astronomer. Want to know what they all had in common? They all were astrologers themselves or used astrology in their work. Even Albert Einstein was impressed by the accuracy of astrology when he studied it in his late years.

Astrology appeals to people in every walk of life. A horoscope has meant the difference between success and disaster for famous people throughout history. Your horoscope can mean the same to you.

Your horoscope can help you be in the right place at the right time.

Did you know that the three wise men who found the Christ Child were astrologers? The "large star" which guided them to the Christ Child was really a cluster of cosmic bodies which were, as predicted by astrological charts, in line at that particular time. This was the reason it was so bright. This alignment of bodies allowed the wise men to know the time and place of the birth of Christ. Also, Christ chose



Astrology Today

PRESENTED BY THE
INTERNATIONAL
ASTROLOGICAL
ASSOCIATION



"The World's Largest
Astrological Association"

It is estimated that over 90% of rich and famous people use astrologers. This includes political leaders, film stars, businessmen and scientists. Natal horoscopes of Grace Kelly and Prince Rainier (pictured to the left) predicted their famous marriage. They both came to America recently to have their current horoscopes done by astrologer Keith Clayton.

Republic, composed by some unknown astrologer on November 9, 1918, the day of the Republic's birth. Goebbels communicated the results of the re-examination of these two remarkable documents to Krossig.

An amazing fact has become evident, both horoscopes predicted the outbreak of the war in 1939, the victories until 1941, and the subsequent series of reversals, with the hardest blows during the first months of 1945, particularly during the first half of April. In the second half of April, we were to experience a temporary success. Then there would be stagnation until August and peace that same month. For the following three years, Germany would have a hard time, but starting in 1948, she would rise again.

"Hitler committed suicide in April, 1945. On the other hand, astrologers aided the allies in forecasting the axis moves. The most famous astrologer, Louis de Wohl, employed by British government, predicted the exact events leading to the downfall of Mussolini. He gained the faith of the American military when he predicted Pearl Harbor a year before it happened. More on avoiding disasters, here is a story from a recent newspaper article in the Miami Herald's Sunday magazine.

Mary Kelly is a computer programmer. She credits astrology with saving her from an operation on her leg that would have left

giving planet Saturn in conflict with his career area, from the 12th House, building up unknown enemies. Really, in the coming race, he might as well stay home."

Your horoscope can bring you wealth. Famous business tycoon J. P. Morgan, used astrology to acquire his fortune. Morgan did not make a financial move without checking his natal horoscope forecast.

From the article in the Miami Herald come these stories:

-Stockbrokers on Wall Street are as likely to call an astrologer in this decade as Hollywood film stars would call a psychiatrist in the last. David Williams, a 75-year-old retired financial expert who lives in Clearwater, has made \$150,000 from the stock market in 13 years by using astrology as an investment guide.

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Your horoscope can show you the way to success and happiness in love and marriage. Horoscopes of Grace Kelly and Jackie Kennedy predicted their current successful marriages. Grace Kelly to Prince Rainier of Monaco

Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
\$3.00 horoscope	Sunday Supplements Comics	\$.93	\$.0025	\$3.00	278,699	3/M & 5/M

children. What, does a person will suffer, personalities of people and much more.

What does a natal horoscope analysis by a qualified astrologer contain? A natal horoscope analysis contains the best psychological analysis of yourself that you can get today. Because, in a controlled experiment in 1960, astrologers beat psychologists in predicting case histories.

In addition, a natal horoscope analysis includes discussions on the following: financial outlook; taxes and inheritances; early home environment; relationships with family; relatives and parents; love and marriage; children; career and occupation; hopes; wishes and goals;

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Hitler did get to see these horoscopes... too late. He read them in the last hours of the war as Berlin burned around him. The following is an authentic account of the incident.

Here is a direct quote from THE RISE AND FALL OF THE THIRD REICH, by William L. Shirer:

"They sent for two horoscopes, which were kept in the files of one of Himmler's multitudinous 'research' offices. One was the horoscope of the Fuehrer drawn up on January 30, 1933, the day he took office; the other was the horoscope of the Weimer

Reichstag to Sen. George McGovern, and predicted in February, 1972, that he would lose in November to President Nixon. At the same time, he forecast the victory of his Democratic nomination at Miami Beach.

As he explained to his afternoon museum class recently, "The planet Saturn came into conflict with a planet of McGovern's career area, setting up a T-square, which means considerable difficulties to overcome. In October, Nixon, a Capricorn, will be benefiting from the good planet Jupiter, while McGovern, a Cancer, will have the trouble-

med opportunity, along with tragic consequences, such as Adolf Hitler.

Will you miss your success opportunities? Will you stumble into pitfalls you could have avoided?

Today, right this moment, you can have your natal horoscope cast and analyzed. You can get it for only the cost to make your duplicate copy. You get the expensive casting and analyzing process - FREE. The article below will tell you how. The means are available, but the choice is yours.

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HOW TO GET YOUR PERSONAL NATAL HOROSCOPE, FOR WHICH ASTROLOGERS CHARGE \$300.00, FOR ONLY A DUPLICATING COST TO MAKE YOUR COPY

by John F. Ford,

Send me your exact time and place of birth. I'll cast and analyze your natal horoscope for research purposes. You may have duplicate copies of your horoscope for only \$3.00 - the cost to make your copies plus postage and handling costs. You get the expensive casting and analyzing process - FREE, because of the fact that we must produce your horoscope for research anyway.

Your natal horoscope will consist of nine pages and over 3,000 words. Your natal horoscope will contain your psychological analysis plus a discussion of the following: your love life; financial outlook; marriage, family and children relationships; career and occupations; hopes, wishes and goals; and subconscious attitudes. A horoscope of this type would cost up to \$300 if done by an astrologer.

I will cast your horoscope with the help of our 360 - 65 I.B.M. computer, which contains over 24 million bits of information. Your horoscope will not be the worthless type found in daily newspapers. Your natal horoscope will be cast from your exact time and place of birth for you and you alone.

THERE'S ABSOLUTELY NO CATCH. I need this information for my astrological research. I am looking for certain planet configurations. If you are chosen as a research subject, I will mail to you a research questionnaire. If you fill out and return this questionnaire, you

will be entitled to extra bonuses.

There is no need to worry about finding out about an unavoidable coming disaster thru your chart. As mentioned, astrology deals in potentials. Your free will can override potentials if you know about them. In any case, the policy of qualified astrologers is positive astrology. If there is something negative in your chart, you are told what you can do to make it positive.

To get your horoscope thru this special opportunity, simply fill out the research computer form to the right and mail to the address given on the form. Include the \$3.00 copy cost for each horoscope or charge your credit card. There is a limit of two per family. If you don't know your exact time of birth, fill in 12:00 PM.

This research ad has run in just about every newspaper in the country. It has also run in the leading newspaper Sunday supplement magazines PARADE, FAMILY WEEKLY, SUNDAY, with total circulation of over 80 million. In addition it has also run in leading magazines such as LADIES HOME JOURNAL, McALLIS, etc. The response has been tremendous. Therefore, we have been able to acquire a great amount of new research knowledge that will someday help mankind.

If you have any questions, call me, John F. Ford, president, The International Astrological Association, at (216) 494-4282. Thank you!

COMPUTER DATA ENTRY FORM - PLEASE PRINT
GIVE YOUR HOUSEHOLD ADDRESS BELOW

I submit my birth data for research. I am now eligible to promptly receive my 3,000 word natal horoscope for only a \$3.00 cost to make my duplicate copy. One or two names from my household may be submitted. (Limit of 2 - no exceptions)

NAME 1
☐ Mr. ☐ Ms.
DATE OF BIRTH / / TIME OF BIRTH *
City of your birth
State and Country of your birth

NAME 2
☐ Mr. ☐ Ms.
DATE OF BIRTH / / TIME OF BIRTH *
City of your birth
State and Country of your birth

*IF YOU DON'T KNOW EXACT TIME OF BIRTH, WRITE IN 12 P.M.

☐ Cash check or money order enclosed (\$3.00 one ordered, \$6.00 two ordered)
☐ Charge to my ☐ American Express ☐ MasterCard ☐ Bank Americard

Acct. No. _____
Expiration date _____
Signature _____

Clip and mail this form to:
The International Astrological Assoc.
Research Div., Dept.
6233 Whipple Ave. N.W.
North Canton, Ohio 44720

IMPORTANT: THIS OFFER CARRIES A FULL MONEY BACK GUARANTEE

Did you know your horoscope could mean the difference between happiness or sorrow; between success or failure?

Picture a long room with doors at each end. In this room there is money, attractive persons of the opposite sex, books that tell you the secret of happiness and many other valuable articles. But, also in this room are bottomless pits, traps, hostile persons and dangerous beasts chained in various places around the room. You must walk through this room, but you may take out of it anything you can.

Now if you had a choice, would you choose to 1) go through the room blindfolded or 2) go through the room with your eyes open and with written instructions on which places and people to visit or avoid.

Of course, all of us would pick the second choice in a case such as this. Isn't it ridiculous, then, that we would choose to go thru life, the same situation, blindfolded! Even when there is a means to go thru life with a map and our eyes wide open! The means provided is Astrology. The map is our astrological horoscope.

How does it work? Nature's cosmos imprints each of us at the time of birth — when the umbilical cord is cut. We then become ourselves. Until the cord is cut, we are part of our mother. Why or how we presently do not know. The movement of the large solar bodies then times potentials for events in our lives. Astrology does not cause events but is timing of events. But, it's not fortune telling. It's a prediction of potentials which free will can override.

Here is a common misconception about astrology. Some people say, "how can stars millions of light years away be related to our lives." The error here is the word *stars*. Astrology deals with the relationship of our lives with the sun, moon, and planets — not stars.

And, anyone who doesn't think that the sun, moon, and planets do not regulate earth and its inhabitants, had better think again. We all know how the moon controls the tides. We have all heard of the famous clam experiments where the clams open and close by the cycle of the moon, sun, and planets. Police departments and insurance companies show exact relations with crime and violence with cycles of the moon, sun and planets. Doctors are finding direct relationships with successful operations and the cycle of the solar bodies. Authenticated research is now proving that astrology can predict natural disasters, wars, diseases a person will suffer, personalities of people and much more.

What does a natal horoscope analysis by a qualified astrologer contain? A natal horoscope analysis contains the best psychological analysis of yourself that you can get today. Because, in a controlled experiment in 1960, astrologers beat psychologists in predicting case histories.

In addition, a natal horoscope analysis includes discussions on the following: financial outlook; taxes and inheritances; early home environment; relationships with family; relatives and parents; lovelife and marriage; children; career and occupation; hopes; wishes and goals; and subconscious attitudes. In a major analysis, a one year forecast is also included.

Many people think that astrology only appeals to "way out" unscientific people. Nothing could be farther from the truth. In fact, studies show that astrology appeals most to intelligent and logical people.

Consider these famous scientists: Galileo — astronomer, Carl Jung — psychologist, Johannes Kepler — astronomer,

Roger Bacon — mathematician, Tycho Bache — astronomer. Want to know what they all had in common? They all were astrologers themselves or used astrology in their work. Even Albert Einstein was impressed by the accuracy of astrology when he studied it in his late years.

Astrology appeals to people in every walk of life. A horoscope has meant the difference between success and disaster for famous people throughout history. Your horoscope can mean the same to you.

Your horoscope can help you be in the right place at the right time.

Did you know that the three wise men who found the Christ Child were astrologers? The "large star" which guided them to the Christ Child was really a cluster of cosmic bodies which were, as predicted by astrological charts, in line at that particular time. This was the reason it was so bright. This alignment of bodies allowed the wise men to know the time and place of the birth of Christ. Also, Christ chose His 12 apostles according to the 12 astrological signs.

Your horoscope can help you avoid disasters while guiding you to your beneficial opportunities.

Did you know that astrology helped the allies win W.W. II? The allies employed astrologers. The axis powers started out employing astrologers. But, this was ceased early when the famous astrologer, Karl Ernst Krafft, predicted the exact time and place of an attempt on Hitler's life in 1939. Hitler thought the astrologers were conspiring against him, so they were imprisoned.

This proved to be a tragic decision for Hitler. A decision that may have altered the course of the war. Because, if Hitler had studied his horoscope, he would have used different strategy. Why? Because *two horoscopes*, one of Adolf Hitler, drawn by *two different astrologers*, in *two different countries*, at *two different times* exactly predicted the course of W.W. II.

Hitler did get to see these horoscopes . . . too late. He read them in the last hours of the war as Berlin burned around him. The following is an authentic account of the incident.

Here is a direct quote from "**THE RISE AND FALL OF THE THIRD REICH**", by William L. Shirer:

"They sent for two horoscopes, which were kept in the files of one of Himmler's multitudinous 'research' offices. One was the horoscope of the Fuehrer drawn up on January 30, 1933, the day he took office; the other was the horoscope of the Weimer Republic, composed by some unknown astrologer on November 9, 1918, the day of the Republic's birth. Goebbels communicated the results of the re-examination of these two remarkable documents to Krosigk.

An amazing fact has become evident, both horoscopes predicted the outbreak of the war in 1939, the victories until 1941, and the subsequent series of reversals, with the hardest blows during the first months of 1945, particularly during the first half of April. In the second half of April, we were to experience a temporary success. Then there would be stagnation until August and peace that same month. For the following three years, Germany would have a hard time, but starting in 1948, she would rise again."

*Hitler committed suicide in April, 1945.

On the other hand, astrologers aided the allies in forecasting the axes moves. The most famous astrologer, Louis de Wohl, employed by British government, predicted the exact events

leading to the downfall of Mussolini. He gained the faith of the American military when he predicted Pearl Harbor a year before it happened.

More on avoiding disasters, here is a story from a recent newspaper article in the Miami Herald's Sunday magazine.

—Mary Kelly is a computer programmer. She credits astrology with saving her from an operation on her legs that would have left her crippled. "It happened in New York in 1963," she says. "My doctor decided an operation was needed, and told me to check into the hospital Friday for the procedure on Monday. I consulted my astrologer, who did a special lunar return chart and came up with the possibility of a wrong diagnosis for Monday. She told me to have the operation changed to Wednesday, in order to allow the planet Neptune, amongst others, to change position. I did this, and on Tuesday the doctor suddenly discovered a blood clot was causing the trouble. Had he performed the operation, as any doctor would have on Friday's symptoms, I probably would never have walked again."—

Also in the Miami Herald article, was a story about a noted Miami astrologer, Clifford McMillen. Here is an excerpt.

—McMillen is also listed as the official astrologer to Sen. George McGovern, and predicted in February, 1972, that he would lose in November to President Nixon. At the same time, he forecast the victory of his Democratic nomination at Miami Beach.

As he explained to his afternoon museum class recently, "The planet Saturn came into conflict with a planet of McGovern's career area, setting up a T-square, which means considerable difficulties to overcome. In October, Nixon, a Capricorn, will be benefiting from the good planet Jupiter, while McGovern, a Cancer, will have the trouble-giving planet Saturn in conflict with his career area, from the 12th House, building up unknown enemies. Really, in the coming race, he might as well stay home."—

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Princess Grace and Prince Rainier have recently had their horoscopes done together by American astrologer, Keith Clayton. As with these famous people, your horoscope can help you find and keep a lasting and meaningful love relationship.

Is a natal horoscope analysis a good investment?

By knowing how to advance your career or making a correct financial decision, you would get back your investment thousands of times. Success in the areas of love, marriage, children relationship and peer relationship is of infinite value. Knowing what future potentials to take advantage of and which ones to avoid can offer a priceless feeling of security.

Now and through the ages a good natal horoscope analysis has meant success for many people. In other cases many men have missed their opportunity; some with tragic consequences, such as Adolf Hitler.

Will you miss your success opportunities? Will you stumble into pitfalls you could have avoided?

Today, right this moment, you can have your natal horoscope cast and analyzed. You can get it for only the cost to make your duplicate copy. You get the expensive casting and analyzing process — FREE. The article below will tell you how. The means are available, but the choice is yours.

HOW TO GET YOUR NATAL HOROSCOPE FOR ONLY THE COST OF MAKING COPIES

Send me your exact time and place of birth. I'll cast and analyze your natal horoscope for research purposes. You may have duplicate copies of your horoscope for only \$3.00 — the cost to make your copies plus postage and handling costs. You get the expensive casting and analyzing process — FREE, because of the fact that we must produce your horoscope for research anyhow.

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If you have any questions, call me, John F. Ford, President, International Astrological Association, at (216) 494-4282. Thank you!

Membership Invitation

On Behalf of the Members,
The Membership Committee Cordially Invites

Peter S. Swald
P.O. 21466
Cincinnati, OH 45221

To Become A Member Of
The International Astrological Association

Approved *John F. Ford*
John F. Ford-President
The International Astrological Association
4626 Cleveland Ave., N.W. Canton, Ohio 44709
(216) 494-4282

PRESIDENTS MESSAGE TO YOU

Congratulations! As president, it is my pleasure to inform you that you have been personally invited to join the Number One astrology club in the country - The International Astrological Association. You've been personally invited because you've shown an interest in astrology by helping us with our research. Also, by casting your horoscope, we already know you.

Accepting your invitation could change your life. The Association has a great deal to offer everyone - from the beginner in astrology to the professional astrologer. Your personal invitation is very valuable. You have been invited by The Membership Committee. If you accept your invitation, they must pay your initiation fee and purchase a special free gift for you.

Your free gift, a beautiful 9"x12" artistic document, is waiting for you right now. On the left side is a stunning artist's drawing of your sun-sign. On the right side is 500 words about you as related to your sun-sign. It is literally everything you could imagine about your sun-sign researched and condensed by our staff of astrologers. The art work is an original reproduction drawn especially for our club members by one of the leading artists in the country. The artist, who has a deep background in astrology, got into this with her heart and soul. Each drawing radiates the detailed overtones of that sign - from the slender Aries ram who is ready to dart in all directions at the drop of a hat to the stocky Taurus bull who is ready to plow its mass over any opposing elements. All this is on thick aged parchment-like paper, and is suitable for framing. This new and attractive conversation piece will make an exciting addition to your home or office. Your parchment will serve as a constant guide and reminder and make you feel important all day long.

What does the Association offer you as a member? By accepting your invitation, you'll receive FRIENDSHIP, astrological EDUCATION, and astrological GUIDANCE.

FRIENDSHIP: By accepting your invitation, you will expand your circle of friends. These new friends will be people who you are compatible with and who share your interests. This will be done by two methods: (1) social events (with leading astrologers as main guests) and (2) The International Astrological Association's National Directory. The Directory is in order by the members astrological sign (all Aries listed together, etc.). It lists the members' names, addresses, phone numbers, birthdays, sun, moon, and planet signs, and interests. With this nationwide Directory members have a means and a reason for communicating with each other. It's an ideal way for people with common interests and compatible signs to get together, conduct E.S.P. experiments, etc.. It's also an excellent way for single people to find successful love and romance. Imagine the thrill of seeing your name and interests printed in this beautiful thick new book. Or, finding someone with a compatible sign who shares your interests. The Directory has been a tremendous favorite among club members (however, you have a choice as to whether you want your name in the Directory or not). This Directory is absolutely available to members only. As Americans we live in a lonely society. Isn't it time we get to know each other?

EDUCATION: As an Association member, you'll receive a year's subscription to the Association's quarterly newspaper, THE ASTROLOGICAL HOTLINE. Regular features in THE HOTLINE include: 1) What's New - articles and book reviews covering the latest research and developments in the fields of Astrology, 2) Hollywood Hotline - astrological analysis of Hollywood stars and famous people, 3) Sophie Says - a question and answer advice column, 4) Association News and Announcements, and 5) Literary reviews on such noted authors as Dane Rudhyar, Marc Edmund Jones, Marcia Moore, and Isabel Hickey. Allow these great masters to teach you the art and science of astrology. Astrology, Marcia Moore, and Isabel Hickey. Allow these great masters to teach you the art and science of astrology. Astrology, properly applied, can bring you great powers. Discover the hidden, inner secrets of your personality. Find out what

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CLUB MEMO MESSAGE

ACKNOWLEDGEMENT

We have received your LIFE-LUCK HOROSCOPE order. Thank you for participating in our research.

YOUR HOROSCOPE HAS ALREADY BEEN PRODUCED AND IT IS NOW BEING PREPARED TO MAIL TO YOU.

Before your horoscope is mailed to you, we check to see if your horoscope fits the needs of a new research project we are starting. If you are chosen as a research subject for this project, there will be an extra bonus for you. YOU WILL BE INFORMED OF THIS WHEN YOU RECEIVE YOUR SPECIAL LIFE-LUCK HOROSCOPE WHICH WILL BE ARRIVING SHORTLY.

The process of choosing research subjects takes about 5 days, and going through the system which packages your horoscope and mails your horoscope will take about another 5 days. So, you will receive your horoscope in about 2 weeks.

In the meantime, I would like to inform you that you have been invited by the membership committee to join our club, and it has been approved by our president. Being invited to join the club eliminates the initiation fee and represents quite a savings. Therefore, your enclosed invitation is very valuable.

You were invited to join for two reasons. One, you showed concern for astrology by participating in research. Two, by reviewing your horoscope, we already know you and want you to join our club.

Our club is very exciting and has a lot to offer people who are interested in astrology. You can read all about it in your enclosed invitation message from our president, John F. Ford.

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CANTON, OHIO 44709



Congratulations! As president, it is my pleasure to inform you that you have been personally invited to join the Number one astrology club in the country — The International Astrological Association. You've been personally invited because you've shown an interest in astrology by helping us with our research. Also, by casting your horoscope, we already know you.

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thrill of seeing your name and interests printed in this beautiful thick new book. Or, finding someone with a compatible sign who shares your interests. The Directory has been a tremendous favorite among club members (however, you have a choice as to whether you want your name in the Directory or not). This Directory is absolutely available to members only. As Americans we live in a lonely society. Isn't it time we get to know each other?

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In addition, the Association offers Astrology Home Study Courses. Our Astrology Home Study Course allows you to become a professional certified astrologer in your spare time. Three levels are offered: beginners, intermediate, and advanced. The monthly lessons include: manuscripts, reference books, natal chart blanks, and tests. The tests are hand corrected by our staff astrologers. Upon completion, you'll be registered as a certified astrologer. Your rank and certification will be listed next to your name in the Association's National Directory. That's free advertising! So, upon completion of the course, you may be able to quit your present job and do something you enjoy — for \$20 an hour!

GUIDANCE: THE ASTROLOGICAL HOTLINE will give you expert advice on sex, love, your health, your career, marriage, and your children. The Association also offers a wide range of personal astrological services. They are: Major Natal Horoscope plus One Year Forecast, Complete Personality Analysis plus One Year Forecast, Personality Analysis, Computer Horoscope Plus One Year Forecast, Compatibility Chart Comparison, and Area of Life Guidance Questions. By accepting our invitation, you're guaranteeing that you'll always have someone to turn to in a time of need. Our staff of astrologers will be available to you on an exclusive basis. Our staff of certified astrologers can help with your present

problems and questions and help you prepare for the future. Their advice is professional, confidential, and scientifically prepared for you. It can't be compared with worthless, general advice carried in newspapers. Here's why.

Before casting your horoscope, our certified astrologers compile the following information using your exact time and place of birth: 1) 8 pages of Natal calculations — aspects, planetary position, house cusps. 2) Combined Report — house comparisons, planeting midpoints. 3) Cosmodynes — evaluation and rating of the power of the planets, harmony and discord of individual houses, planets and signs. Next, they review the confidential forms you've supplied on your total picture. Only then, do they begin to interpret your horoscope. These astrological services are available to Association members only. As a member, you obtain certain services at a fraction of what you would pay on the open market.

Up until now, only rich and famous people like Liz Taylor, Richard Burton, Jackie Onassis, and Dionne Warwicke could afford a private astrologer. Now, our entire staff of professional certified astrologers are available to you! Dionne Warwicke on the advice of her astrologer changed her name. She immediately skyrocketed to fame. Adolf Hitler was not so wise. He rejected astrological advice. His horoscope cast in 1932 predicted the exact course of World War II including that a severe blow would hit Germany in April of 1945. Thirteen years later, on April 30, 1945, Berlin was captured by the Russians and Adolf Hitler committed suicide!

How can you skyrocket your career? What pitfalls lie ahead in your life? By accepting your invitation, you won't have to go into the future blind. Thousands of people nationwide have already accepted their invitation. Our members range in age from 17 to 92 and hail from every state in the union. The Association serves everyone from the professional astrologer to people who just have a healthy curiosity about astrology. Thanks to them, we're the Number One astrology club in the country.

As an Association member, you'll like the personal attention you'll receive. Your file won't be thrown into a machine. It will be kept by your sponsor group. The same ones who personally followed through this invitation, hand addressed it and mailed it to you.

The Association also has many other goals and activities too numerous to mention here. Such as, exposing the many frauds in the fields of astrology, establishing a system of standards, passing laws to certify and license astrologers, and in general to elevate astrology to the position of dignity it deserves. The Association is also engaged in astrological research on how astrology can better society and mankind.

By accepting your invitation, you'll save money two ways. First, the Association purchases astrology products (such as books) in large volumes at wholesale prices. These products plus Association products and services are available to members only at below market prices. Second, as you have seen by our magazine ads, (such as Fate Magazine) it costs \$9.00 a year plus a one time initiation fee of \$10.00 to join the International Astrological Association. But, if you are invited, the sponsoring group pays your initiation fee! So your first full years membership costs you only \$9.00 (quite a bargain — that's only 75 cents a month).

How do you join, and what do you get as a member?

If you wish to accept your invitation, simply fill out your enclosed application. Place your application in the enclosed return envelope and mail. No stamp necessary. You may pay in one of two easy ways; enclose \$9.00 cash, check, or money order, or charge it to your credit card.

You will receive 1) your free gift, 2) your one year membership card, 3) a full years subscription to the Association's newspaper, THE ASTROLOGICAL HOTLINE, 4) a volume of the National Directory with your name (if you wish), and the names of 5,000 members from your part of the country, 5) invitations to national and local Association social events when they occur, 6) notification of money saving discount offers on astrology products and services, and 7) all members privileges.

As a member, you are absolutely under no further obligation to purchase anything else. Your membership in the International Astrological Association carries with it a one year — 365 day — full money back guarantee. Enjoy the club's service for a year and compare it with any other astrology club in the country. If you're not completely satisfied, you'll receive every penny of your money back — no questions asked — you keep the free gift.

But you better hurry. We reserve the right to cancel this invitation if it isn't answered in a reasonable amount of time. So send in your acceptance form, while you're thinking about it. If you have any further questions, call me at 1-216-494-4282. Have a nice day.

P.S. Frankly, I'm puzzled that some people do not take advantage of this invitation. It's like the man giving away real ten dollar bills but nobody takes the money because they don't believe it. The Federal Trade Commission would not let a club our size offer this if it were not a true savings. If you want to join after this invitation expires, it will cost you nineteen dollars — just as many other people have already paid. So, if you are interested, don't miss the opportunity to join with this invitation.



The International Astrological Association

John F. Ford - President

The World's Largest Astrological Society

4626 Cleveland Avenue North

Canton, Ohio 44709

(216) 464-4282

To: Michael Brown
Box 7529 Rt. 1
Woodbury, N.J. 07097

From: Jim Kennedy
 (Signature)

MESSAGE

I have something of yours on my desk that will interest you—especially because you are a Sagittarius. Let me explain.

Because you were chosen as a research subject, I have just cast a much more detailed horoscope on you which I call your major horoscope. Your LIFE-LUCK HOROSCOPE, of course, is an excellent, special horoscope which concentrates on luck. But your major horoscope covers all phases of your life. Your major horoscope analyzes the affects of each of your 8 planets and also contains your 12 month forecast. Because your personality is so unique and intricate, it has taken 14,650 words and 35 pages to properly analyze you. I have your horoscope before me right now, so let me tell you a few things about your major horoscope and 12 month forecast as space permits.

I find from your 12 month forecast that certain weeks in your coming year hold great potential for interesting developments in your life. Your love life future and financial future are covered in your forecast. Also covered are your career, health, family relations, and other important aspects of your life. Your forecast shows you how to avoid pitfalls in these areas while taking advantage of upcoming opportunities. Your forecast tells you what lies ahead in your coming year by highlighting each month and pinpointing significant days. But don't worry about learning of disastrous events to come. Your forecast shows a good future.

Your sun is in Sagittarius, but your major horoscope also charts your moon sign, ascending sign, and your 8 planet signs. Your horoscope analysis has brought something to light which I thought you may be interested in.

Did you know that you have hidden potential talents which you may not be aware of? And that these talents are only now beginning to show in your personality. Those talents, which are discussed in your horoscope, could be wasted away if they're not discovered and properly cultivated.

If you're dissatisfied with your present job, it may not be your fault. Most people get stuck in careers they're not suited for. You have a positive and optimistic attitude toward your career. But you won't let it stifle your freedom. You will definitely enjoy a job which allows you to travel. Although you have a tendency to dash out to seek a challenge, you do have a logical mind. You're not stung, and don't expect your employer to be stung. Your horoscope discusses your career and job opportunities and shows you which career you're best suited for. There is no greater feeling of satisfaction and fulfillment than to be working at something you really enjoy and believe in.

As humans, we all have our weaknesses. You are so honest, you tend to stick your foot in your mouth. You mean no harm, but others take your remarks seriously. In all of your activities, you must look before you leap. Your personal report offers practical suggestions on how to strengthen and improve these areas.

Your 35 page, 14,650 word major horoscope thoroughly discusses and analyzes each aspect of your fascinating personality. You do everything honestly. You will not tolerate deceit in any form. You are restless and you love to travel. Danger and excitement attract you. You are a dare devil at heart. You are forward and talkative, so you enjoy people. I discuss these aspects of your personality along with your other strengths and talents in your 35 page report.

Everyone is entitled to a happy love life. Unfortunately, many people are either unhappy with their present relations or have no one to love and are lonely. These problems are usually caused by people not understanding their own emotions and not knowing who they are compatible with. It doesn't have to be this way. You're always ready to plunge head first into love, and you do it with your characteristic honesty. You expect your partner to be just as honest. Sometimes you get burned by your naiveness, and you end up with a broken heart. You share sports and camping with your partner. Your personal report discusses and helps you understand your sensitive emotions. By understanding and being at peace with you self, you'll be ready to give and accept love fully.

4626 CLEVELAND AVE. N. W.
 CANTON, OHIO 44709



Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Natal horoscope	Mailing Lists	\$3.70	\$28	\$9.95	86,631	14%

P.C.A. AND I.A.A. CUSTOMER SERVICES
 4626 CLEVELAND AVENUE N. W.
 CANTON, OHIO 44709



For a complete range of research services, turn to the research subject which may be chosen from the following questions. Your list and results will be kept strictly confidential.

Your name _____

1. Are you a good mixer socially? ☐ Yes ☐ No ☐ Undecided
2. Do you lack self-confidence? ☐ Yes ☐ No ☐ Undecided
3. Are you free from anxieties and tensions? ☐ Yes ☐ No ☐ Undecided
4. Are you a strong influence on others? ☐ Yes ☐ No ☐ Undecided
5. Are you easily managed by other people? ☐ Yes ☐ No ☐ Undecided
6. Are you unable to stick to the same task for a long period? ☐ Yes ☐ No ☐ Undecided
7. Can you make important decisions without help? ☐ Yes ☐ No ☐ Undecided
8. Are you tense or high-strung? ☐ Yes ☐ No ☐ Undecided
9. Do you take the lead in group activities? ☐ Yes ☐ No ☐ Undecided
10. Are you a reliable person? ☐ Yes ☐ No ☐ Undecided
11. Do you prefer to be around other people? ☐ Yes ☐ No ☐ Undecided
12. Do you limit social relations to a select few? ☐ Yes ☐ No ☐ Undecided
13. Are your feelings easily hurt? ☐ Yes ☐ No ☐ Undecided
14. Do you lack a sense of responsibility? ☐ Yes ☐ No ☐ Undecided
15. Are you skillful at handling other people? ☐ Yes ☐ No ☐ Undecided
16. Are you able to sway other people's opinions? ☐ Yes ☐ No ☐ Undecided
17. Are you persistent when you undertake a task? ☐ Yes ☐ No ☐ Undecided
18. Are you calm and easy going? ☐ Yes ☐ No ☐ Undecided
19. Do you like mixing with the opposite sex? ☐ Yes ☐ No ☐ Undecided
20. Do you find it easy to make new acquaintances? ☐ Yes ☐ No ☐ Undecided

RESEARCH SUBJECT BONUS ORDER FORM

MAJOR NATAL HOROSCOPE COPY REQUEST

By completing and mailing in the above test you are eligible to receive copies of your 15,000 word, 35 page natal horoscope and 12 month forecast. Your horoscope will be used as research data along with your psychological test. Since your major horoscope has already been produced, you do not have to pay initial preparation and computer costs. You pay only the cost to produce a copy of each page, assemble, bind with a thick, attractive cover, mailing, and handling. Your total cost delivered is only \$9.95. You will receive your natal horoscope within 14 days and it carries a one year - 165 day - full money back guarantee.

If you wish to take advantage of your bonus, please complete the form below, place this paper in the enclosed return envelope and mail.

YOU MAY PAY IN ONE OF TWO WAYS (Check one)

1. ☐ \$9.95 cash, check, or money order enclosed
2. ☐ Charge my (debit card) ☐ MasterCard ☐ BankAmericard ☐ American Express

Signature _____ Acct. No. _____ Exp. Date _____

Although we already have your date of birth, please send it again so we can make a double check for accuracy.

☐ Mr. (Please print) _____ Date of Birth _____ Place of Birth _____
☐ Mrs. _____ Month _____ City _____
☐ Miss _____
 Address _____ Date _____ State _____
 City _____ Year _____ Country _____
 State _____ ZIP _____ Time of Birth _____ A.M. _____ P.M.

Money from the sale of horoscopes helps finance our research. Thank you.

I have something of yours on my desk that will interest you — especially because you are a Sagittarius. Let me explain.

Because you were chosen as a research subject, I have just cast a much more detailed horoscope on you which I call your major horoscope. Your LIFE-LUCK HOROSCOPE, of course, is an excellent, special horoscope which concentrates on luck. But your major horoscope covers all phases of your life. Your major horoscope analyzes the affects of each of your 8 planets and also contains your 12 month forecast. Because your personality is so unique and intricate, it has taken 14,650 words and 35 pages to properly analyze you. I have your horoscope before me right now, so let me tell you a few things about your major horoscope and 12 month forecast as space permits.

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Your horoscope and 12 month forecast also points out the types of people you should be sexually and mentally compatible with. Love shouldn't be a series of false starts with tragic endings. If you know what you're looking for, you can find a deep, lasting, meaningful

relationship. Your major horoscope is a complete report. It also discusses your health, finances, and family relations.

You're probably wondering how I compiled all this information on you. Your major horoscope and 12 month forecast was produced from your exact month, day, year, time, and place of birth by our I.B.M. 360-65 computer. Our gigantic computer was programmed with over 24,000,000 bits of authenticated astrological information by our staff of distinguished astrologers. Each astrologer is certified and has at least 15 years of working experience. Our staff of certified astrologers conformed to the strictest scientific principles while casting your personal horoscope.

Here's an example of some of the painstaking details. Before even beginning to analyze your personality all of this base data was compiled: Natal calculations — aspects, planetary positions, house cusps; House comparisons — planeting midpoints; Cosmodynes — evaluation and rating of the power of the planets, harmony and discord of individual houses, planets, and signs. Our astrologers literally froze the universe at your exact instant of birth. They then analyzed the sun, moon, and each of the 8 planets for their effect on your personality and your future.

As you can see, your personal 14,650 word, 35 page major horoscope can't be compared with the general astrology published in newspapers and paperbacks. Newspapers and paperbacks carry only 12 different interpretations. This is not real astrology. A real horoscope must be cast from a person's exact time and place of birth. Your major horoscope and 12 month forecast was individually prepared for you and you alone, based on your exact month, day, year, time and place of birth.

Major horoscopes such as this can cost as much as \$200. But if you're like me, you couldn't afford such an expensive horoscope. I know how excited I was over my own first major horoscope and 12 month forecast.

So here's an extra bonus for you. I need something from you to complete my research process. If you will take the enclosed psychological test and return it to me, I can correlate the results with your horoscope. And because you'll be doing me a favor, I'll return one to you. Since I've already cast your major horoscope and 12 month forecast for research purposes, if you'd like I could make you a copy of it. It wouldn't cost much, just \$9.95. This cost covers making page copies, binding, attaching a thick cover, mailing and handling. We use the little that's left over to help finance our research. And you get a 35 page, 14,650 word book all about you.

Here is how to get your personal major horoscope and 12 month forecast. After you take your psychological test, simply fill out the copy request form on the bottom of the test and enclose it in the pre-addressed envelope and mail. I personally guarantee confidential delivery of your attractively bound personal report 14 days after receipt of your order.

We take pride in our scientific astrological research at the International Astrological Association, so I've been authorized to back your report with a one year — 365 day — full money back guarantee. Use your major horoscope and 12 month forecast for a full year. Check it for accuracy. I predict you'll be as astounded with it's accuracy as I was with the accuracy of my own horoscope. If you're not completely satisfied, return your personal report, and I'll send you every penny of your money back — no questions asked. If you have any questions, feel free to call me at (216) 494-4282.

P.S. Please send in your completed psychological test even if you don't want a copy of your major horoscope and 12 month forecast. It will be of great help. However, if you don't get your copy, you cheat yourself. Throughout history, good horoscopes have dramatically changed the lives of countless famous people. Don't you owe it to yourself to at least look at your personal 35 page, 14,650 word major horoscope? After all, I've already prepared it for you and you can satisfy your curiosity while taking absolutely no risk. If you wish to see your personal report, I'd appreciate it if you'd order it today, before you forget. That way, I'll be able to send it to you much quicker because your recent files will be here at hand.

RESEARCH PROJECT A-3114 B

LOVE - MONEY ANALYSIS

RESEARCH QUESTIONNAIRE

Please Print

A. ☐ Mr. ☐ Mrs. ☐ Miss _____ Date of Birth _____ Place of Birth _____
 _____ Month _____ City _____
 Address _____ Date _____ State _____
 City _____ Year _____ Country _____
 State _____ ZIP _____ Time of Birth _____ A.M. _____ P.M.
 If exact time isn't known we'll use 12:00 noon.

B. RESEARCH QUESTIONS. Please check one answer in each of the following questions:

1. What is your marital status. Please consider divorced or separated as unmarried.

☐ MARRIED
☐ UNMARRIED

2. At this point in your life how do you feel about your present financial status:

☐ SATISFIED
☐ UNSATISFIED

C. You May Pay In One Of Two Ways (check one)

1. ☐ ^{\$9.95} ~~\$99.95~~ cash, check, or money order enclosed2. ☐ Charge my (check one) ☐ Master Charge ☐ Bankamericard ☐ American Express

Signature _____ Acct. No. _____

4626 Cleveland Ave. N.W.
CANTON, OHIO 44709

Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Love & Money horoscope	Mailing Lists	\$2.14	\$.28	\$9.95	47,181	8%

ASTROLOGER SERVICES DIVISION

THE INTERNATIONAL ASTROLOGICAL ASSOCIATION
FROM THE DESK OF OMAR THOMAS - STAFF ASTROLOGER

OFFICE MEMO

To: Marcia Roland From: Omar Thomas
(SIGNATURE)

MESSAGE

I am doing special astrological research on all people born in 1939 with respect to love and money.

How did I get your name? A short time ago a friend of mine, Tom Kennedy, from our computer horoscope division called. He said he had received your name for a research survey. He stated that you were a person born in 1939 which may interest me. He said you were part of a group of people who had been picked for further and more extensive astrological research. Also, he reported that he had already completed a major natal horoscope on you, and that the planet configurations are ones which may fit my project. So, I told him to send over your birth information.

You see, in 1939 a certain unique arrangement of planetary aspects occurred which produced a special breed of people with respect to love and money. Certain people were extra special depending on the month, time, and place of birth within 1939.

I have just completed a special horoscope on you which concentrates on what life holds for you in the areas of love and money. I have found some peculiarities in your LOVE-MONEY HOROSCOPE that you would find very interesting. No, I haven't found anything bad, but, just the opposite. You show a very delightful and promising horoscope.

I would like to point out that I did your LOVE-MONEY HOROSCOPE personally. It was not done by a computer. Computer horoscopes are very excellent buys for the money. But, they cannot compare in quality with a horoscope produced by a qualified astrologer. An astrologer can make better decisions and have better insights on the thousands of variables involved. He can tailor the horoscope to fit you exactly.

I have usually carried out my research with club members of the International Astrological Association only. The price a person would pay for a horoscope of this type by an astrologer of my qualifications (I have 15 years experience) would be from \$50 to \$200. Club members get charged \$50 for this service.

But, I have already completed your LOVE-MONEY HOROSCOPE because of my own curiosity. And, since Tom Kennedy has already offered a copy of your computer horoscope to you for \$9.95, I will stick to this same price if you will fill out the short enclosed research questionnaire.

The enclosed questionnaire is the standard form I send to our club members for this project. I will cross out the \$50 and write in \$9.95. Simply follow the directions on the questionnaire and mail to me using the enclosed reply envelope. I will keep your horoscope in my desk until I hear from you.

Thank you for your time!

P.S. There are some very interesting things in BOTH the money area and love area of your life that would not be covered in your computer horoscope. It would be a very worthwhile effort on your part to read about them in this special horoscope which I personally prepared for you.

OT:ck

Anne Omar Thomas

N 7

THE INTERNATIONAL ASTROLOGICAL ASSOCIATION
ASTROLOGER SERVICES DIVISION
4626 CLEVELAND AVENUE N.W.
CANTON, OHIO 44709FROM _____
ZIP _____PLACE
STAMP
HERE

Copy from Figure 13

I am doing special astrological research on all people born in 1939 with respect to love and money.

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ASTROLOGICAL RESEARCH NEWS BULLETIN

The Secret Of Having Good Luck

Newest Discovery By I.A.A. May Be Biggest In The History Of Astrology

By J. C. Riley - Astrological Writer

"I am presenting here the most interesting story I have ever covered as an astrological writer. Read my story and find out how to become a luckier person. Yes, as a result of an astrological research discovery, you can actually increase your good luck. How? Find out in the following interview I had with Cary Franks, Chief Astrologer for the International Astrological Association. The interview was conducted at the Association's research center in the northern part of Canton, Ohio." (Canton, OH)

Question: "Cary, what is this luck project you are working on all about?"

Answer: "Very simply, we have uncovered the secret of having good luck. That is, we have found out why some people are so much luckier than others; why certain people get rich by being in the right place at the right time; how that certain person in everyone's circle of acquaintances (you know the guy) seems to always win door prizes, raffles, lotteries, cards and you name it, and why certain people are always lucky in love, careers and business ventures."

Question: "How did you discover the secret of good luck?"

Answer: "The whole project is called the LIFE-LUCK Project."

"This project was commissioned by the board of directors over six years ago on March 7, 1971. Research data was gathered by: 1) Investigating historically famous, fortunate people, 2) Investigating famous fortunate people of today, 3) Observation of research test subjects (half of which were known to be lucky), 4) Analysis of more than

is revolutionary in the field of astrology. This horoscope is called THE LIFE-LUCK HOROSCOPE. It expands and concentrates on only the luck areas of astrology. It also uses NUMEROLOGY and even PSYCHOLOGY. (It was discovered in Germany that the psychology of color has a profound effect on luck). We tested this horoscope using our in-house research subjects in real life situations."

Question: "How did the LIFE-LUCK HOROSCOPE do in this 'acid test'?"

Answer: "The results were astounding! And, I'm not exaggerating when I say that. We were able to turn people into winners who had never won anything in their lives."

"But, let me qualify that statement. We also found out something else during this final test. And, that is that all people are not equally lucky. If it isn't in their horoscope; that is, if they were not born at the right time and place, they have only so much luck potential."

"But, why I am so thrilled about the results and why they are significant is this: WE WERE ABLE TO INCREASE THE GOOD LUCK IN OVER 95% OF OUR RESEARCH SUBJECTS. In other words, I will go out on the limb and say that although some people are luckier than others, there is a 95% chance that their luck horoscope will guarantee that they get all the potential luck that they have coming."

"Now, I don't want to tell you some of the amazing things that happened to our research subjects, myself, because I already sound like I'm bragging. Let me make a quick phone call and get two typical research

LADY LUCK



Cary Franks - Famous Chief Astrologer for I.A.A. Director of the Life-Luck Research Project. Cary was born and educated in Cleveland, Ohio. She received a B.S. in psychology and chemistry from Case Western Reserve University and a masters in polymer chemistry. After graduating, she became interested in astrology. She studied the subject for 10 years and earned the highest certification given to professional astrologers. She has traveled all over the world and around the world. The more one that Cary is associated with this project must be lucky in itself. Many of her clients say that just being associated with her in any way seems to bring a person good luck.

Answer: "Well, my testimony will be much shorter than Ken's because the only game I am interested in is bingo. I got my LIFE-LUCK HOROSCOPE on May 1, 1974."

"Prior to that time, I never won at bingo. Now, I control it. In a month, I would even

Baseball Pools - Horse Racing - Dog Racing - General Games - Keno - Sports - Tip Boards - Contests - Raffles - Sweepstakes - Roulette - Slot Machines - Dice - Parlays - Legal Matters

• The LIFE-LUCK HOROSCOPE also defines the following items:

Your Lucky: Years, Months, Days, Hours, Numbers, Colors, Metals, Stones, People (Their Signs And When They Were Born) How to Create Lucky Vibrations, How To Create A Lucky Attitude

Question: "This is really a super product. Now what is the special condition under which it is offered here?"

Answer: "First, we would like to test our horoscope on the general public. In the past, we have found we get many letters on the success of our horoscope from people who use it. So, we know that we will get feedback from people who order their LIFE-LUCK HOROSCOPE."

"Second, we want to do more advance research on color and luck, therefore, we are willing to make the similar offer we did in our famous ASTROLOGY TODAY feature."

"We don't know what we will charge for this product when the LIFE-LUCK HOROSCOPE finally goes to market, however, I can tell you that an astrologer could charge up to \$200.00 for this horoscope. If he knew how. But, those who order here through this special 'TEST SUBJECT' offer and submit their birth information and their favorite color will only pay a \$9.95 charge to make a duplicate copy of their horoscope plus 50¢ postage and handling."

Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Life-Luck horoscope	ROP Magazines Tabloids Comics	\$2.16	\$.013	\$10.45	173,699	3/M

historic world leaders use or have used astrology."

"But, although the fact that rich and famous people use astrology is news to laymen, it is obvious to professional astrologers. What we were really after was exactly HOW did these fortunate people use astrology. Astrology is a science of infinite scope. Few people know that an astrologer could spend a life time ON JUST ONE HOROSCOPE. You must use specific areas for the specific things you want to accomplish with it. Also, you must know in detail how to APPLY astrological knowledge."

"Famous American tycoon J.P. Morgan used astrology to acquire his fortune. This was discovered early in our research and this fact was cited in 'ASTROLOGY TODAY.' J.P. Morgan's astrologer was none other than Evangeline Adams, grand-daughter of famed President John Quincy Adams. The trick? She concentrated and expanded the luck area of astrology only. J.P. Morgan invested in things dictated to be best by his horoscope. But, he would only make investments at the exact time prescribed by Miss Adams."

Question: "I understand you have combined astrology with numerology (a related field to astrology) as a result of your research. That's a first, isn't it?"

Answer: "Yes. We found that numerology is a very useful tool in producing good luck."

"For example, the letters in the alphabet have assigned numbers. Singer Dionne Warwick took the advice from her numerologist and added an 'e' to the end of her name. Her numerologist told her this would bring about the correct, fortunate combination."

"She immediately skyrocketed to fame. She has revealed this fact on the Johnny Carson show twice."

Question: "So, what was the result of all your research?"

Answer: "The end result of our six years of research is a special horoscope which

sat down, I first asked for the testimony of Ken Frank of Canton, Ohio."

Question: "Ken, tell me your experience while using the LIFE-LUCK HOROSCOPE that was prepared for you."

Answer: "My LIFE-LUCK HOROSCOPE was prepared for me on March 1, 1974. The horoscope was in great detail and covered all areas of my life. But we, as research subjects, were told to concentrate on games so we could get the quickest test."

"My horoscope listed games in order, from those which I would be luckiest, to those that I would be the least lucky. It listed dates and times that I would be most lucky. It also listed what my lucky number, colors and combination of lucky colors and numbers were. I had never won anything in my life. In fact, I used to think of myself as a born loser. But, and I still can't believe it, here are the results of using my LIFE-LUCK HOROSCOPE."

"The first day my horoscope told me I would be lucky was March 16 to March 20. On March 17, I played the horses because that was listed high on my lucky area chart. I used the color and number information once I got to the track. And, that night I won \$500.00!"

"Now, I will just leave out the smaller winning nights and give you the highlights."

"I was told I was going to be very lucky May 19 to May 20. Using the same procedure. On May 19, I played bingo and won a \$10.00 door prize and \$60.00 in bingo. On May 20, I played bingo at my Moose Club and won the \$500.00 jackpot. On May 21, I played bingo again and won \$50.00. On May 22, I won \$525.00 on the horses and \$45.00 playing bingo."

"In October, the 6th to the 11th was a lucky period. But, I was told that October 9 was an especially hot day for me and I was to bet heavy. I played the horses and won the daily double and \$1,040.00."

Question: "I then asked for the testimony of Rose Lineman of Fredonia, Pennsylvania."

She soon found out that her ticket was a winner!"

"My second friend had a spicy experience. Her horoscope told her that she would have extremely good luck in her love-life in July. It told her to be active socially that month. She had more affairs that month than I think I had in my entire life. She came out of it with a lasting one - a guy that you couldn't have tailor made any better for her."

Question: "At this point, I have only one request from you people. I pleaded, 'I want my LIFE-LUCK HOROSCOPE!'"

"Everyone laughed at this point as though I had just made a request that a million other people had made before me."

Answer: "Yes, there is quite a demand for the LIFE-LUCK HOROSCOPE since word has leaked out. And, we are now prepared to offer it to the public now - ON A SPECIAL BASIS. But, let me show you a sample LIFE-LUCK HOROSCOPE first so you know exactly what it is."

Question: "I was shown a copy of this special horoscope. I can tell you it is something else. It is 31 pages long and contains things that you would never dream existed in a horoscope. To go into a complete description will take up too much space, so listed next are the highlights of the contents of the LIFE-LUCK HOROSCOPE."

• The LIFE-LUCK HOROSCOPE reveals the following:

1. WHERE, WHEN and HOW you will be lucky (including a 15-year, hand prepared, future forecast).
2. How to take advantage of your lucky opportunities.
3. How to increase your good luck.
4. How to avoid bad luck.

• The horoscope covers how you can be lucky, depending on your horoscope, in the following areas:

- Love - Job - Career - Investments - Stocks - Commodities - Oil Wells - Bingo - Lotteries - Cards - Poker, Black Jack, Baccarat - Gambling - Etc.

hurriedly prepared imitation. To insure you are getting the true LIFE-LUCK HOROSCOPE, be sure the astrology organization is The INTERNATIONAL Astrological Association with the endorsement of certified Astrologer Cary Franks."

"We concluded the interview and Cary gave me the following information to pass on to those who wish to participate in this special project and receive their 31 page, special LIFE-LUCK HOROSCOPE prepared for them personally from their exact birth information."

1) Get a blank piece of paper. 2) At the top of the paper, print the words "LIFE-LUCK HOROSCOPE". 3) Print your name and address. 4) Print your date, time and place of birth (if you don't know the exact time, just put 12 noon). 5) Write down your favorite color. 6) Mail this along with \$9.95 plus 50¢ for postage and handling, in cash, check or money order to: I.A.A., Dept. L-1, 4626 CLEVELAND AVE. N., CANTON, OHIO 44707. Or you may:

1) Dial this TOLL FREE number 1-800-321-9757 (Ohio residents dial 1-800-362-0636.) Our operators are on duty right now and around the clock. 2) Simply say the words "Life-Luck Horoscope". 3) Give your name and address. 4) Give your date, time and place of birth (if you don't know the exact time just say 12 noon). 5) Give your favorite color. 6) Give the operator one of your following credit card numbers: Master Charge, or Visa (Also include your Interbank number) for the duplication charge of \$9.95 plus 50¢ for postage and handling. 7) Operators will not ask you questions nor are they permitted to answer questions or inquiries. Operators will take order information only. For inquiries or questions phone: (216) 494-4282.

Two persons from one household may order through this special "TEST SUBJECT" offer. Simply include \$19.90 plus \$1.00 postage and handling if two are ordered - BUT THE LIMIT IS TWO (NO EXCEPTIONS, PLEASE). This product carries a full and unconditional money-back

By J. C. Riley - Astrological Writer

"I am presenting here the most interesting story I have ever covered as an astrological writer. Read my story and find out how to become a luckier person. Yes, as a result of an astrological research discovery, you can actually increase your good luck. How? Find out in the following interview I had with Cary Franks, Chief Astrologer for The International Astrological Association. The interview was conducted at the Association's research center in the northern part of Canton, Ohio."

Question: "Cary, what is this luck project you are working on all about?"

Answer: "Very simply, we have uncovered the secret of having good luck. That is, we have found out why some people are so much luckier than others; why certain people get rich by being in the right place at the right time; how that certain person in everyone's circle of acquaintances (you know the guy) seems to always win door prizes, raffles, lotteries, cards and you name it; and why certain people are always lucky in love, careers and business ventures."

Question: "How did you discover the secret of good luck?"

Answer: "The whole project is called the Life-Luck Project."

"This project was commissioned by the board of directors over five years ago on March 7, 1971. Research data was gathered by: 1) Investigating historically famous, fortunate people, 2) Investigating famous fortunate people of today, 3) Observation of research test subjects (half of which were known to be lucky), 4) Analysis of more than 198,000 research questionnaires gathered from all over the country through I.A.A.'s nationally famous feature "ASTROLOGY TODAY" which has run in nearly every major publication in the country. Total number of people submitting birth information through "ASTROLOGY TODAY" was over 1.2 million. Total capital outlay for the Life-Luck Project was over \$192,000.00."

Question: "What did you find out as a result of your investigation of fortunate people?" I asked.

Answer: "We confirmed what we had already suspected — that most fortunate people get that way by using astrology. Professional astrologers will tell you that nearly all rich and famous people, past and present, use astrologers. Even present and historic world leaders use or have used astrology."

"But, although the fact that rich and famous people use astrology is news to laymen, it is obvious to professional astrologers. What we were really after was exactly HOW did these fortunate people use astrology. Astrology is a science of infinite scope. Few people know that an astrologer could spend a lifetime ON JUST ONE HOROSCOPE. You must use specific areas for the specific things you want to accomplish with it. Also, you must know in detail how to APPLY astrological knowledge."

"Famous American tycoon J.P. Morgan used astrology to acquire his fortune. This was discovered early in our research and this fact was cited in "ASTROLOGY TODAY." J.P. Morgan's astrologer was none other than Evangeline Adams, grand-daughter of famed President John Quincy Adams. The trick? She concentrated and expanded the luck area of astrology only. J.P. Morgan invested in things dictated to be best by his horoscope. But, he would only make investments at the exact time prescribed by Miss Adams."

Question: "I understand you have combined astrology with numerology (a related field to astrology) as a result of your research. That's a first, isn't it?"

Answer: "Yes. We found that numerology is a very useful tool in producing good luck."

"For example, the letters in the alphabet have assigned numbers. Singer Dionne Warwick took the advice from her numerologist and added an 'e' to the end of her name. Her

numerologist told her this would bring about the correct, fortunate combination."

"She immediately skyrocketed to fame. She has revealed this fact on the Johnny Carson show twice."

Question: "So, what was the result of all your research?"

Answer: "The end result of our five years of research is a special horoscope which is revolutionary in the field of astrology. This horoscope is called THE LIFE - LUCK HOROSCOPE. It expands and concentrates on only the luck areas of astrology. It also uses NUMEROLOGY and even PSYCHOLOGY. (It was discovered in Germany that the psychology of color has a profound effect on luck). We tested this horoscope using our in-house research subjects in real life situations."

Question: "How did the LIFE - LUCK HOROSCOPE do in this 'acid test'?"

Answer: "The results were astounding! And, I'm not exaggerating when I say that. We were able to turn people into winners who had never won anything in their lives."

"But, let me qualify that statement. We also found out something else during this final test. And, that is that all people are not equally lucky. If it isn't in their horoscope; that is, if they were not born at the right time and place, they have only so much luck potential."

"But, why I am so thrilled about the results and why they are significant is this: WE WERE ABLE TO INCREASE THE GOOD LUCK IN OVER 95% OF OUR RESEARCH SUBJECTS. In other words, I will go out on the limb and say that although some people are luckier than others, there is a 95% chance that their luck horoscope will guarantee that they get all the potential luck that they have coming."

"Now, I don't want to tell you some of the amazing things that happened to our research subjects, myself, because I already sound like I'm bragging. Let me make a quick phone call and get two typical research subjects up here. I say typical because many subjects were much luckier and many were much less lucky. They are the average. But, I want to use them because they had never won anything in their lives until they used the LIFE-LUCK HOROSCOPE."

"Cary summoned two of the research subjects who had taken part in the final tests of the LIFE-LUCK HOROSCOPE. She said I was free to print their testimony. This really impressed me. Few people know that trade regulations are hard on testimonials from people. If an organization prints a testimonial with a person's name, it had better be true. Bear this in mind as you read the following testimonials from Ken Fronk and Rose Lineman."

"The two people entered the room and sat down. I first asked for the testimony of Ken Fronk of Canton, Ohio."

Question: "Ken, tell me your experience while using the LIFE-LUCK HOROSCOPE that was prepared for you."

Answer: "My LIFE-LUCK HOROSCOPE was prepared for me on March 1, 1974. The horoscope was in great detail and covered all areas of my life. But we, as research subjects, were told to concentrate on games so we could get the quickest test."

"My horoscope listed games in order, from those which I would be luckiest, to those that I would be the least lucky. It listed dates and times that I would be most lucky. It also listed what my lucky number, colors and combination of lucky colors and numbers were. I had never won anything in my life. In fact, I used to think of myself as a born loser. But, and I still can't believe it, here are the results of using my LIFE-LUCK HOROSCOPE."

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"I was told I was going to be very lucky May 19 to May 20. Using the same procedure: On May 19, I played bingo and won a \$10.00 door prize and \$60.00 in bingo. On May 20, I played bingo at my Moose Club and won the \$500.00 jackpot. On May 21, I played bingo again and won \$50.00. On May 22, I won \$525.00 on the horses and \$45.00 playing bingo."

"In October, the 6th to the 11th was a lucky period. But, I was told that October 9 was an especially hot day for me and I was to bet heavy. I played the horses and won the daily double and \$1,040.00."

Question: "I then asked for the testimony of Rose Lineman of Fredonia, Pennsylvania."

Answer: "Well, my testimony will be much shorter than Ken's was because the only game I am interested in is bingo. I got my LIFE-LUCK HOROSCOPE on May 1, 1974."

"Prior to that time, I never won at bingo over a period of a month. I would keep monthly records. They would usually come out on the loss side with a few break-even months and a very few slight winning months. Overall, I was way in the red."

"Now compare this. By following the advice in my LIFE-LUCK HOROSCOPE, from May 1 to December 31, 1974, I had won \$2,219.00 over that eight-month period. I played on the average of once a week depending on my lucky periods, averaging about \$70.00 a night."

"But, there are two things that impressed me about this horoscope more than my own experience. As a favor, I had the I.A.A. do a horoscope for each of two friends of mine."

"My first friend's horoscope told her to buy an Ohio lottery ticket on December 5. She soon found out that her ticket was a winner!"

"My second friend had a spicy experience. Her horoscope told her that she would have extremely good luck in her love-life in July. It told her to be active socially that month. She had more affairs that month than I think I had in my entire life. She came out of it with a lasting one — a guy that you couldn't have tailor made any better for her."

Question: "At this point, I have only one request from you people." I pleaded, "I want my LIFE-LUCK HOROSCOPE!" "Everyone laughed at this point as though I had just made a request that a million other people had made before me."

Answer: "Yes, there is quite a demand for the LIFE-LUCK HOROSCOPE since word has leaked out. And, we are now prepared to offer it to the public now — ON A SPECIAL BASIS. But, let me show you a sample LIFE-LUCK HOROSCOPE first so you know exactly what it is."

Question: "I was shown a copy of this special horoscope. I can tell you it is something else. It is 31 pages long and contains things that you would never dream existed in a horoscope. To go into a complete description will take up too much space, so listed next are the highlights of the contents of the LIFE-LUCK HOROSCOPE."

- The LIFE-LUCK HOROSCOPE reveals the following:
 1. WHERE, WHEN and HOW you will be lucky (including a 15-year, hand prepared, future forecast).
 2. How to take advantage of your lucky opportunities.
 3. How to increase your good luck.
 4. How to avoid bad luck.
- The horoscope covers how you can be lucky, depending on your horoscope, in the following areas:
Love - Job - Career - Investments - Stocks - Commodities - Oil Wells - Bingo - Lotteries - Cards: Poker, Black Jack, Baccarat - Inheritance - Football and Baseball Pools - Horse Racing - Dog Racing - General Games - Keno - Sports - Tip Boards - Contests - Raffles - Sweepstakes - Roulette - Slot Machines - Dice - Parlays - Legal Matters.

- The LIFE-LUCK HOROSCOPE also defines the following items:

Your lucky: Years, Months, Days, Hours, Numbers, Colors, Metals, Stones, People (Their signs and when they were born). How to Create Lucky Vibrations, How to Create a Lucky Attitude.

Question: "This is really a super product. Now what is the special condition under which it is offered here?"

Answer: "First, we would like to test our horoscope on the general public. In the past, we have found we get many letters on the success of our horoscope from people who use it. So, we know that we will get feedback from people who order their LIFE-LUCK HOROSCOPE."

"Second, we want to do more advance research on color and luck, therefore, we are willing to make the similar offer we did in our famous ASTROLOGY TODAY feature."

"We don't know what we will charge for this product when the LIFE-LUCK HOROSCOPE finally goes to market, however, I can tell you that an astrologer could charge up to \$200.00 for this horoscope — if he knew how. But, those who order here through this special "TEST SUBJECT" offer and submit their birth information and their favorite color will only pay a \$9.95 charge to make a duplicate copy of their horoscope plus 50c postage and handling."

"At this point, I would like to present this public message: IMPORTANT — PUBLIC BEWARE. The founder of The INTERNATIONAL Astrological Association is the originator of the famous research project ASTROLOGY TODAY. Again, under penalty of law, we could not print this if it were not true. There are presently many imitations of our horoscope and research projects. Some of these companies have names similar to The INTERNATIONAL Astrological Association. These same companies will probably try to imitate the LIFE-LUCK HOROSCOPE. It took I.A.A. a great deal of time and money to develop the LIFE-LUCK HOROSCOPE. We do not believe it can be matched in detail and quality by a hurriedly prepared imitation. To insure you are getting the true LIFE-LUCK HOROSCOPE, be sure the astrology organization is The INTERNATIONAL Astrological Association with the endorsement of certified Astrologer Cary Franks."

"We concluded the interview and Cary gave me the following information to pass on to those who wish to participate in this special project and receive their 31 page, special LIFE-LUCK HOROSCOPE prepared for them personally from their exact birth information."

1) Get a blank piece of paper. 2) At the top of the paper, print the words "LIFE-LUCK HOROSCOPE". 3) Print your name and address. 4) Print your date, time and place of birth (if you don't know the exact time, just put 12 noon). 5) Write down your favorite color. 6) Mail this along with \$9.95 plus 50c for postage and handling, in cash, check or money order to: I.A.A.: Dept. L- ; 4626 CLEVELAND AVE. N.; CANTON, OHIO 44767. Or you may:

1) Dial this TOLL FREE number: 1-800-321-9757 (Ohio residents dial 1-800-362-0636.) Our operators are on duty **right now** and around the clock. 2) Simply say the words "Life-Luck Horoscope". 3) Give your name and address. 4) Give your date, time and place of birth (if you don't know the exact time just say 12 noon). 5) Give your favorite color. 6) Give the operator one of your following credit card numbers: Master Charge, or Visa (Also include your Interbank number) for the duplication charge of \$9.95 plus 50c for postage and handling. 7) Operators will not ask you questions nor are they permitted to answer questions or inquiries. Operators will take order information only. For inquiries or questions phone: (216) 494-4282.

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Copy from Figure 15

Just thought I would drop you a line as a progress report. All of the research in which you have participated is starting to bear fruit.

Enclosed is a news release on the new historic break-thru in the field of astrology. It will soon be in nearly all of the newspapers in the country.

You were one of the research subjects mentioned in the enclosed release and your LIFE-LUCK HOROSCOPE was produced for the project.

The second big reason I am writing is to inform you that you have a big lucky period coming up soon. The details on exactly when it will occur and how you can be sure to take advantage of it is all in your horoscope.

As always, you may claim your copy of your LIFE-LUCK HOROSCOPE if you wish. Simply fill out and return the enclosed claim check.

We'll keep you informed of further new developments.

The Astrological Research Center

1340 Home Ave.

Aaron, Ohio 44310

(216) 494-4282

To: Miss Rebecca Hanna From: Tom Kennedy

MESSAGE

Enclosed is the newest, most powerful horoscope developed to date--The Life-Luck Horoscope Forecast. This horoscope is the follow-up to the Life-Luck Horoscope. It contains much more detail with regard to forecasting and it is given in daily form.

Since you have not, as yet, requested this horoscope, I have personally paid for it and have mailed it to you. I have done this for a very special reason.

I did not want you to miss this opportunity. As you can see, I could not describe the Life-Luck Horoscope Forecast in words. I'm sure you agree it is a very impressive product that Gary Franks has prepared for you. We have taken your computer print-out and reduced it down to vest pocket or desk top size. This is a very expensive procedure but it was necessary because it allows the user the most access to his forecast--on a desk, in a pocket or in a purse. I have enclosed our news release on the new Life-Luck Horoscope Forecast to give you the full details.

The second reason I have taken a chance by paying for your Life-Luck Horoscope Forecast is that your basic horoscope shows that you are a very honest person. I have already paid for it for you--just take it as a free gift. However, to make you a member of this exclusive program, the cost to set up your base natal calculations and provide a resident place for you on the computer file is \$9.95. On your behalf, your payment qualifies your credit and automatically enrolls you in the Bi-Annual Life-Luck Horoscope Forecast program. This program insures you that your horoscope forecast will be uninterrupted. Twice a year you will automatically receive your new 6-month forecast on credit. Of course, you may cancel this program at any time you wish.

Your basic horoscope shows that your future could greatly be enhanced by the entrance of a steady supreme guidance source such as a daily forecast into your life. The key to good luck is timing and selection. This source could change your life by enabling you to avoid bad luck and allow you to gain good fortune by telling you exactly when and where to act. Only the new Life-Luck Horoscope Forecast can supply this daily guidance source which has been unavailable until now.

I believe that nothing happens in life by coincidence. I feel that my sending you this new horoscope is a good omen for you of an exciting future ahead.

I will be writing to you in the future to see how things have worked out.

P.S. I have just looked over your basic chart from which your Life-Luck Horoscope Forecast is prepared. I want to strongly recommend that you follow your next 6-month forecast (not this one but the one to follow) very closely. There are some very critical days coming up in which you should not enter into agreements. There are also some rare, lucky opportunities coming up that could escape you unless you are aware of them.

Poster Stock 4506-M315

NOTICE

The Astrological Research Center is the fulfillment

DATED MATERIAL - DO NOT DELAY

IMPORTANT:
Your Valuable
Merchandise
Enclosed



Place
Stamp
Here

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ASTROLOGICAL RESEARCH CENTER
1340 HOME AVENUE UNIT B-C
AARON, OHIO 44310

ASTROLOGICAL RESEARCH CENTER 1340 Home Avenue Aaron, Ohio 44310 Phone (216) 494-4282			
QUANTITY	DESCRIPTION	UNIT COST	PRICE
1	Prepare 6-month Life-Luck Horoscope Forecast using non-predictive computer method. Reproduce computer print-out at a reduced vest pocket size and place on decorative paper. Final check and assembly for mailing. Postage cost.	\$9.95	N.C.
1	Life-Luck Horoscope Forecast Holder	\$1.00	N.C.
1	Initiation fee to cover cost of initial natal chart calculations and computer file setup costs. This payment establishes credit and enters customer in program to receive the Life-Luck Horoscope Forecast uninterrupted twice a year automatically on credit at the same low price for each 6 months. Customer may cancel this service at any time.	\$9.95	\$9.95
		PLEASE PAY THIS AMOUNT → \$9.95	

YOUR RECEIPT KEEP FOR YOUR RECORDS

Astrological Research Center
1340 Home Avenue
Aaron, Ohio 44310
Phone (216) 494-4282

NO. M708

Description: Initiation fee to cover cost of initial natal chart calculations and computer file setup costs. This payment establishes credit and enters customer in program to receive the Life-Luck Horoscope Forecast uninterrupted twice a year.

Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Life-Luck Forecast	Mailing Lists	\$2.00	\$.28	\$9.95	51,895	12%

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Life - Luck Horoscope Forecast
Prepared Especially For:
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Your Life - Luck Horoscope Forecast

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Copy from figure 16

Enclosed is the newest, most powerful horoscope developed to date — The Life-Luck Horoscope Forecast. This horoscope is the follow-up to the Life-Luck Horoscope. It contains much more detail with regard to forecasting and it is given in daily form.

Since you have not, as yet, requested this horoscope, I have personally paid for it and have mailed it to you. I have done this for a very special reason.

I did not want you to miss this opportunity. As you can see, I could not describe The Life-Luck Horoscope Forecast in words. I'm sure you agree it is a very impressive product that Cary Franks has prepared for you. We have taken your computer print-out and reduced it down to vest pocket or desk top size. This is a very expensive procedure but it was necessary because it allows the user the most access to his forecast on a desk, in a pocket or in a purse. I have enclosed our news release on the new Life-Luck Horoscope Forecast to give you the full details.

The second reason I have taken a chance by paying for your Life-Luck Horoscope Forecast is that your basic horoscope shows that you are a very honest person. I have already paid for it for you just take it as a free gift. However, to make you a member of this exclusive program, the cost to set up your base natal calculations and provide a resident place for you on the computer file is \$9.95. On your behalf, your payment qualifies your credit and automatically enrolls you in the Bi-Annual Life-Luck Horoscope Forecast program. This program insures you that your horoscope forecast will be uninterrupted. Twice a year you will automatically receive your new 6-month forecast on credit. Of course, you may cancel this program at any time you wish.

Your basic horoscope shows that your future could greatly be enhanced by the entrance of a steady supreme guidance source such as a daily forecast into your life. The key to good luck is timing and selection. This source could change your life by enabling you to avoid bad luck and allow you to gain good fortune by telling you exactly when and where to act. Only the new Life-Luck Horoscope Forecast can supply this daily guidance source which has been unavailable until now.

I believe that nothing happens in life by coincidence. I feel that my sending you this new horoscope is a good omen for you of an exciting future ahead.

I will be writing to you in the future to see how things have worked out.

P. S. I have just looked over your basic chart from which your Life-Luck Horoscope Forecast is prepared. I want to strongly recommend that you follow your next 6-month forecast (not this one but the one to follow) very closely. There are some very critical days coming up in which you should not enter into agreements. There are also some rare, lucky opportunities coming up that could escape you unless you are aware of them.

A DOCTOR DISCOVERS VERMONT'S SECRET

WHY PEOPLE IN VERMONT ARE HEALTHIER, LESS OVERWEIGHT, STAY YOUNG LONGER, LIVE LONGER THAN PEOPLE OF ANY OTHER STATE IN THE UNION

Health News

Did you know that

- You were designed by nature to live an average age of 105?
- A high protein - low carbohydrate diet is unnatural for you and dangerous to your health?
- Overweight is caused by bad nutrition which also causes other common visible disorders such as loss of hair, acne, arthritis, nervous tension, insomnia, etc.?
- Senility, and loss of productivity in old age can be avoided and in fact is not in nature's plan?
- The average American diet creates a perfect blood chemistry for the growth of harmful bacteria that leads to both minor and serious diseases?
- You can get high without the use of drugs if you have the proper nourishment that nature intended?
- Everything you need to lead a longer, healthier life is right at your local grocery store?

These are just a few of the conclusions reached by Vermont doctor, D.C. Jarvis, M.D. after his life-long study of the unbelievably effective health practice known as VERMONT FOLK MEDICINE. VERMONT FOLK MEDICINE is a practice the doctor reveals can help you achieve good health, increase your life span, avoid senility, become more attractive and more productive. For 200 years, before publications by Dr. Jarvis, this practice has been known only to native Vermonters.

VERMONT FOLK MEDICINE was developed by count-



Tucked away in the rustic portion of the United States, Vermont is indeed a beautiful state where people live close to the land and the animals.



to use VERMONT FOLK MEDICINE. Here are some of the highlights of this book:

- How VERMONT FOLK MEDICINE can help you live a longer, fuller, healthier life.
- How to use honey and apple cider vinegar to: 1) gain renewed health and energy, 2) as part of prenatal care to produce a strong healthy baby, 3) produce sound sleep, 4) reduce your susceptibility to disease, 5) reduce the chance of heart attacks, 6) produce a relaxed comfortable state of being.
- How to use honey and apple cider vinegar to treat: 1) morning sickness, 2) sinus, 3) migraine headaches, 4) dizziness, 5) arthritis, 6) bed-wetting, 7) coughs, 8) hay fever, 9) colic in babies.
- How to use apple cider vinegar, castor oil, and corn oil to: 1) produce beautiful healthy skin and bring color back, 2) clear up blemishes, 3) get rid of dandruff, 4) grow healthy hair and eyelashes, 5) treat hives, 6) treat hemorrhoids, 7) get rid of moles, 8) relieve lameness, 9) treat poison ivy, 10) treat shingles, 11) eliminate night sweats, 12) treat varicose veins, 13) get rid of ring worm, 14) treat impetigo, 15) get rid of hangover.
- How to get your daily requirement of the all important minerals, phosphorous and potassium which: 1) form healthy bones, teeth and hair, 2) maintain proper growth control, 3) replace worn out tissue, 4) fight disease, 5) treat high blood pressure, 6) treat heart trouble, 7) treat migraine headaches.

honey, and a low intake of protein represented by eggs, meat, milk, cheese, etc. Man was also designed to eat foods derived from corn and rye and not from wheat, which produces an alkaline blood condition.

Nature designed nearly all animals to have a natural blood condition on the acid side. Blood which leans toward the alkaline side is a health hazard. Medical school studies show that harmful bacteria breeds best in an alkaline environment.

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Two important foods in VERMONT FOLK MEDICINE

are honey and apple cider vinegar. They are a major

contribution toward providing the correct carbohydrates, the

correct nutrition and an acidic blood condition.

Why honey? Nature intended that we have a trickle of

sugar passing through the intestinal walls at all times and

one teaspoonful of sugar in our blood stream at all times.

The latter is ultra critical. In honey, the sugar has already

been digested in the bee's stomach. Therefore, honey con-

tains two natural sugars dextrose and levulose, which go

into the blood stream immediately. Honey is free from bac-

teria. Experiments show that bacteria will not live in honey.

Honey is a mild, natural sedative which is calming to the

body. Honey is a mild, natural laxative. Honey is non-

irritating to the digestive tract. Honey is, of all sugars, hand-

led best by the kidneys. Honey is rich in vital minerals

from the flowers. By an infallible instinct, the bee has a

way of knowing which flowers are high in quality and which

are not. Therefore honey is a perfect food derived from only

the healthiest plants. In Vermont there is a saying, "We've

got to trust someone - why not let it be the bee?"

Why apple and vinegar? Apple cider vinegar carries with

it all the vital life elements of the apple. Apple cider vinegar

maintains the proper acid level of the blood. Apple cider

vinegar can maintain your proper weight. Dr. Jarvis's book

describes a method using apple cider vinegar where the per-

son eats normally but will gradually lose weight until the

body finds its proper weight level. With this method women

will gradually see their dress size go from 20, to 18, to 16,

and gradually stop at their natural body size. Men will see a

40 inch waistline drop to 38, then 36, and finally to the proper

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FOLK MEDICINE. In everyday language he tells you how

seen the famous vinegar, B-o, kelp diet sponsored by a NEW YORK TIMES reporter. Also, a large soap company is now advertising on national T.V. a new shampoo, EARTH BORN, which has a P.H. on the acid side instead of alkaline. Third, I interviewed medical doctors on VERMONT FOLK MEDICINE. No doctor will sanction anything out of the medical field. But, when I cornered them, many confessed to the fact that patients using VERMONT FOLK MEDICINE have reported: "Yes it helps my arthritis", "Yes it helped my high blood pressure", "Yes it helped my weight problem", etc. As a reporter I rarely get excited about a project. But, before writing this article, I used the diets and methods described in Dr. Jarvis's book for 3 months. Few Americans have any idea what it is like to be truly healthy as nature intended. Life was meant to be very pleasant. VERMONT FOLK MEDICINE has had the following effect on me. I feel very calm and at peace with the world. I have an abundance of energy and endurance. I look better and healthier. But, most of all, I just feel good all over and feel like I'm walking on air. If people would only know what it's like to feel as nature intended, they would never take drugs. Nature's plan allows you to get high without drugs.

For those interested in obtaining a copy of Dr. Jarvis's book, FOLK MEDICINE, plus a special 4,500 word report by Dr. Jarvis, the following information is given. The book and report are being distributed by PCA - The Publishing Corporation of America. On a blank piece of paper write the words, "FOLK MEDICINE," followed by your name and address. Mail this along with \$6.95, plus 50¢ postage and handling, in cash, check or money order to P.C.A., Dept. 44709, 4626 Cleveland Ave. N.W., Canton, Ohio 44709. This price covers the book, the special report, and postage and handling. Make checks payable to PCA.

Should you spend a couple minutes and a few dollars to acquire this valuable health knowledge? Studies show that people will think nothing about spending hundreds or thousands of dollars on homes and cars, but are reluctant to spend a few cents on themselves. As the proverb goes "When you have your health you have everything - lose your health and nothing else really matters."

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Here is the story of VERMONT FOLK MEDICINE as related by Dr. Jarvis.

VERMONT FOLK MEDICINE is based on the premise that man does not have to undergo physical impairment and weakening with age. In Vermont you can see people in their eighties putting in a full day's work in the fields with sound minds and bodies.

VERMONT FOLK MEDICINE was designed to help man live his full average life which by nature's plan should be 105 years. Yes it's true. It is a common fact that an animal lives to be 5 times his maturity age. A horse matures at 4 years and easily lives to be 20. A cow matures at 2 1/2 years and easily lives to 12. A dog matures at 1 1/2 years and easily lives to be over 8 many live much longer. Man is an animal BUT THE AVERAGE MAN IN THE U.S. WHO MATURES AT 21 WILL DIE AT AGE 62. THAT'S 43 YEARS BEFORE HIS TIME!

With the exception of a notorious retirement state, which can't be counted, Vermont leads all other states in percentage of population over 65. Not long ago it had 40,000 persons over that age, and each year nearly 2,500 reach it! Short lives, senility, excessive disease, and so on are not in nature's plan. What's the culprit? The free will of man! Although free will is indeed a wonderful thing, it does have some bad side effects. Unlike the animals, we stray away from our childhood instincts.

The first thing discovered by VERMONT FOLK MEDICINE is that each species is designed to have a different diet. Nature's plan for man's diet requires a high intake of carbohydrates represented by fruits, berries, edible leaves, and

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VERMONT FOLK MEDICINE was developed by countless generations of Vermonters. Dr. Jarvis M.D., a respected doctor of modern medicine himself, states that VERMONT FOLK MEDICINE is superior to modern medicine for the following reasons:

- * *VERMONT FOLK MEDICINE was developed from nature's plan — not man's. It was developed by watching the animals who rely on their instincts provided by nature. This is the same way the super-effective defense arts of Judo, Karate and Kung Fu were developed. How can anyone expect to develop a better system than the designer of it all — Mother Nature?*
- * *VERMONT FOLK MEDICINE works. It was developed by trial and error over a 200 year period. This also means it has passed the acid test of time.*
- * *Although it contains some of the best cures known to man, which cannot be found in medical books, the main design of VERMONT FOLK MEDICINE is to prevent disease before it starts. Modern Medicine is directed, mainly at curing disease — diseases you should never have in the first place.*

Here is the story of VERMONT FOLK MEDICINE as related by Dr. Jarvis.

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The first thing discovered by VERMONT FOLK MEDICINE is that each species is designed to have a different diet. Nature's plan for man's diet requires a high intake of carbohydrates represented by fruits, berries, edible leaves, and honey, and a low intake of protein represented by eggs, meat, milk, cheese, etc. Man was also designed to eat foods derived from corn and rye and not from wheat, which produces an alkaline blood condition.

Nature designed nearly all animals to have a natural blood condition on the acid side. Blood which leans toward the alkaline side is a health hazard. Medical school studies show that harmful bacteria breeds best in an alkaline environment. Also alkaline blood is thicker than acidic blood. This makes it more difficult for the blood to nourish cells, and increase the probability of heart attacks.

So, everyday Americans are killing themselves with high protein — low carbohydrate diets which contain many wheat products. In turn, the diets are 1) hard on the system, 2) do not provide the correct elements for nutrition. 3) Produce the bad alkaline condition in the blood. Many of these diets are the result of weight watching. Little do these people know that overweight is caused by 1) bad nutrition of the glands, 2) a blood condition which is not acidic and 3) a wrong carbohydrate consumption. The correct carbohydrates burn up instantly and do not turn into excess fat.

The following are symptoms of bad nutrition and a diet that is contrary to nature's plan: low energy, depression, insomnia, itchy skin, chronic headache, sensitivity to temperature, sinus trouble, lingering colds, dizzy spells, gas and indigestion, poor blood circulation, falling hair, dandruff, blemishes, lack of skin color, and overweight.

Two important foods in VERMONT FOLK MEDICINE are honey and apple cider vinegar. They are a major contribution toward providing the correct carbohydrates, the correct nutrition and an acidic blood condition.

Why honey? Nature intended that we have a trickle of sugar passing through the intestinal walls at all times and one teaspoonful of sugar in our blood stream at all times. The latter is ultra critical. In honey, the sugar has already been digested in the bee's stomach. Therefore, honey contains two natural sugars dextrose and levulose, which go into the blood stream immediately. Honey is free from bacteria. Experiments show

that bacteria will not live in honey. Honey is a mild, natural sedative which is calming to the body. Honey is a mild, natural laxative. Honey is non-irritating to the digestive tract. Honey is, of all sugars, handled best by the kidneys. Honey is rich in vital minerals from the flowers. By an infallible instinct, the bee has a way of knowing which flowers are high in quality and which are not. Therefore honey is a perfect food derived from only the healthiest plants. In Vermont there is a saying, "We've got to trust someone — why not let it be the bee?"

Why apple and vinegar? Apple cider vinegar carries with it all the vital life elements of the apple. Apple cider vinegar maintains the proper acid level of the blood. Apple cider vinegar can maintain your proper weight. Dr. Jarvis's book describes a method using apple cider vinegar where the person eats normally but will gradually lose weight until the body finds its proper weight level. With this method women will gradually see their dress size go from 20, to 18, to 16, and gradually stop at their natural body size. Men will see a 40 inch waistline drop to 38, then 36, and finally to the proper size as the body properly burns off excess fat because it is in the proper chemical state that nature intended.

It is not enough, however, to only know the ingredients of good health. you must know how and in what combination to use honey, vinegar and other vital products of nature. Dr. Jarvis has published the results of his lifelong study of VERMONT FOLK MEDICINE in his book titled **FOLK MEDICINE**. In everyday language he tells you how to use VERMONT FOLK MEDICINE. Here are some of the highlights of this book:

- * *How VERMONT FOLK MEDICINE can help you live a longer, fuller, healthier life.*
- * *How to use honey and apple cider vinegar to, 1) gain renewed health and energy, 2) as part of prenatal care to produce a strong healthy baby, 3) produce sound sleep, 4) reduce your susceptibility to disease, 5) reduce the chance of heart attacks, 6) produce a relaxed comfortable state of being.*
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- * *How you can rebuild your body after age 50 and be alert, active and productive in your eighties and beyond.*
- * *How to lose weight and maintain your proper weight level with a special method using apple cider vinegar.*

At this point I would like to insert the opinion of the writer. Today there are many exaggerated claims and falsehoods. This reporter has spent six months researching the validity of VERMONT FOLK MEDICINE — before my company would publish this article. Here are the straight, uncolored facts on the validity of VERMONT FOLK MEDICINE from direct observation by the writer.

First, VERMONT FOLK MEDICINE and Dr. Jarvis' studies which produce the findings printed here do exist. Anyone can prove this to themselves by simply driving to Vermont and talking to the natives about Dr. Jarvis — especially in Barre, Vermont, the place of his medical practice. Second, Dr. Jarvis's practices are now being copied. Everyone has seen the famous vinegar, B-6, kelp diet sponsored by a NEW YORK TIMES reporter. Also, a large soap company is now advertising on national T.V. a new shampoo, EARTH BORN, which has a P.H. on the acid side instead of alkaline. Third, I interviewed medical doctors on VERMONT FOLK MEDICINE. No doctor will sanction anything out of the medical field. But, when I cornered them, many confessed to the fact that patients using VERMONT FOLK MEDICINE have reported: "Yes it helps my arthritis", "Yes it helped my high blood pressure", "Yes it helped my weight problem," etc. As a reporter I rarely get excited about a project. But, before writing this article, I used the diets and methods described in Dr. Jarvis's book for 3 months. Few Americans have any idea what it is like to be truly healthy as nature intended. Life was meant to be very pleasant. VERMONT FOLK MEDICINE has had the following effect on me: I feel very calm and at peace with the world. I have an abundance of energy and endurance. I look better and healthier. But, most of all, I just feel good all over and feel like I'm walking on air. If people would only know what it's like to feel as nature intended, they would never take drugs. Nature's plan allows you to get high without drugs.

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Should you spend a couple minutes and a few dollars to acquire this valuable health knowledge? Studies show that people will think nothing about spending hundreds or thousands of dollars on homes and cars, but are reluctant to spend a few cents on themselves. As the proverb goes: "When you have your health you have everything — lose your health and nothing else really matters."

In my story, I am going to reveal to you a new discovery that only a few people know about right now. It's about a machine that takes off weight the quickest, easiest and safest way possible. This method is recommended with one of the highest ratings by the leading consumer magazine. It has already been written up in the editorial section of The Chicago Tribune, The Chicago Daily News, Philadelphia Magazine, Ladies Home Journal, American Home Journal, American Home, Vogue, etc. In my opinion, this finding is going to have a tremendous impact on public health. Why? Because over 40% of the American population suffers from obesity. Obesity is a major contributor to psychological disturbances and cardiovascular disease — the nation's No. 1 killer.

By B.J. Porter

(CANTON, OH.) The story you are about to read is true and factual. It happened to me, B.J. Porter.

I am a reporter. My employer is The Publishing Corporation of America, a major, national publishing firm, as you probably are already aware.

A while ago, I was summoned to my boss's office. He told me that he had a report that a leading obesity doctor and a New York corporation had produced the most powerful weight-loss tool yet developed. I was to investigate this product.

This is a normal procedure. If my company sells or publishes a product, it must first be thoroughly tested for claims, reliability, quality and safety.

However, the fact that I was chosen to investigate this particular product was most humiliating and embarrassing to me because I stood there in front of my boss at my usual 28 POUNDS OVERWEIGHT. My boss told me not only to investigate this new weight loss tool but to actually use it myself.

I had been overweight nearly all my life of 33 years. Each year I got older, the number of overweight pounds increased. I tried everything — appetite inhibitors, local doctors, pills, fad diets, protein and water diets, low carbohydrate diets, sweat suits, mechanical gadgets — you name it. Nothing worked. I did manage to lose weight occasionally by starving myself, but I found that I immediately put the pounds right back on.

So, here I was, off again to try another crazy weight-loss method that doesn't work — so I thought.

My plane landed in New York on a cool, drizzly morning in early September. I was meeting at 10:00 a.m. with Norman Graybar and a leading obesity doctor.

The doctor is the director of the diabetic and obesity clinics of a medical college and major hospital in the East. Norman Graybar is a top executive with a leading research institute. He is the creative genius behind two successful adaptations of the computer to everyday life. Both of these computer applications have become very famous. With the doctor, he had apparently come up with a third major computer adaptation to solve one of life's major problems. The doctor is a very conscientious and scientific person who adheres strictly to the code of the A.M.A., which states that a doctor cannot advertise. The doctor is unlike certain doctors who have put out fad diets with no medical or scientific backing. Therefore, we cannot reveal the doctor's name here. The doctor's name, hospital name and address are available upon request. Simply write to the address below or call me at (216) 494-4282.

That September morning the most interesting history of this project was related to me. Little did I know that the secret of the successful cure of obesity was about to be revealed to me. Nor, did I know this meeting was going to change my life.

To give you the total background of this project would take enough pages to fill a library. So, I am going to give a capsule report.

The gist of the matter is this. The doctor here is, in my opinion, the leading obesity M.D. in the nation. He is so successful that people, including famous people, literally stand in line for his services. Through 12 years of research with real-life patients, he discovered the secrets of weight loss.

First, his method is based on his finding that **THERE IS A DIFFERENT REASON THAT EACH PERSON IS OVERWEIGHT**, therefore, the cure must be **PERSONAL**. The second basis for his method is the fact that if a weight-loss method is to work, it: 1) Must not make the patient go hungry, 2) Must not make the patient eat foods he does not like. 3) Must not force change of habits, 4) Must be nutritionally sound. Through the doctor's research knowledge, he was able to mix food to get the proper bulk, nutrition and chemical consistency to produce fast weight loss while still enabling the patient to eat his favorite foods.

To tailor his methods to each individual was a massive and lengthy process. It required the speed and decision-making ability to make his method fast and super efficient. So, in cooperation with Mr. Graybar, the project was launched.

After two years and a quarter of a million dollars in capital, they produced what the experts are calling, "the most powerful weight loss tool yet developed". It works like this.

You answer a group of scientifically selected questions. Your answers to these questions are fed into a huge IBM 370-145 computer. The computer analyzes your problem by scanning and processing the more than three million bits of research data on its storage banks. The machine then computes the solution to your problem. The process involves over 500,000 separate calculations and decisions. The computer then prints the solution to your problem. This consists of five pages of precise advice and a unique 21-day diet which is the most advanced in medical history.

How well does this computerized diet and advice work?

I was looking at letters from thousands of people who had already used the computerized diet — letters which said, "I lost 50 pounds in five weeks," "I lost 12 pounds in three weeks," "I lost 18 pounds in three weeks. . ."

Here are just a few of these letters:

- "I never thought in my whole life I could ever be thankful enough to shout about saying I am on a diet. And believe me, what a diet. I started it on July 22. I was then 155 lbs. I now weigh 145 lbs. To me that is terrific."
... Terri Lorenzo — Edgerton, Ohio
- "I have lost 50 lbs. and I do not want to gain it back. Your diet sure worked well. And now that I have removed the weight I wanted to, I need your help in keeping it under control. Please let me know if I can change my food preferences a little and get another diet."
... Raymond Matthews — Silver Spring, Maryland

- *"My daughter is most satisfied with her diet and has, to date, lost a total of 25 lbs. since beginning with your diet. She looks very well and does not have any flab whatsoever. We are quite satisfied and pleased with her results and tell everyone about what a fine program you have."*

... Mrs. Phillip Donahue — Los Angeles, California

- *"I am so pleased with the diet you prepared for me. I have lost 13 lbs. in two weeks. Many people have asked me where they can get an application. Could you send me about 20 of them so that I can give them to my friends?"*

... Juanita Pringle — Greenbelt, Maryland

- *"I just want you to know that I have never been so pleased with myself as I am right now. When I started the diet on June 1, 1974, I weighed 161 and today I weigh 120, just one pound more than I weighed in November, 1945, when I got out of the service! I have tried other diets, even took pills under doctors' instructions, but nothing worked as well as the computer diet has worked. I have taken in my clothes so many times that it is much easier to start new. When I buy anything new, I can usually take a size 8 or at the most a size 10."*

... Loretta Ferguson — Vernon, Connecticut

So now came the acid test. I was going to try the diet. I was convinced logically that it would work, but so many other diets had failed me. Disbelief was still lodged in the back of my mind.

I filled out the personal interview form — the one shown at the bottom of this page. A few hours later, I was presented with a bound, 5½" by 8½", 44 page, computer-printed output.

It contained meals of breakfast, lunch, supper and snack for each day for 21 days. Each meal had the food listed in exact portions. No calculations or calorie counting was necessary. It also contained five pages of personal hints and instructions and a list of foods that could be substituted for each other if I was unable to obtain certain items on a given day. So, I flew back to Canton, Ohio, with my diet and apprehensive attitude.

How did it work? Well, first of all, I want you to know that it is nearly impossible for me to lose weight. I simply lose weight slower than anyone I know. Doctors tell me I have a low metabolic rate.

But, to my astonishment, with this diet, I lost exactly 28 pounds in exactly 7.7 weeks. And, that's not all. There were many other pleasant surprises that diet had in store for me.

It was super easy and enjoyable. The machine did all the work for me. All I did was follow simple instructions. And, before I knew it, it was over with.

I couldn't remember eating so well as I did during this diet. I had been used to picking during the day and eating one meal at night. Here I was eating three "squares" and a snack. These meals consisted of such things as hot roast beef sandwiches and gravy, steaks, eggs, cheese, nuts, corn, cereal, sausage, strawberries, salads, potatoes, cocktails, break, potato chips, etc. - all my favorites. I didn't feel bloated - but pleasantly stuffed.

However, something else was happening besides just weight loss. The difference in the way I felt was like night and day. I felt tremendous, I had an overabundance of energy, I was

more alert, my complexion went from ruddy to clear, I had more color, my hair stopped falling out so much and lost its brittleness and my periodic headaches seemed to disappear. I wasn't informed this would happen in the interview, but it wasn't too hard to figure out. It was obvious that these bonus benefits had occurred because: 1) this diet gives a person the proper nutrition most Americans lack, 2) you become very regular on this diet, 3) your internal organs function as they should with proper bulk and food composition and 4) you sleep much better. In fact, I think the doctor overlooked another big reason his diet works. If the body is healthier, all of its functions will work better including those which monitor weight and burn up excess fat.

Another plus I was finding out about the diet is this. It's fun to do. There are no calculations or work. The meals are fun and exciting to prepare. You actually look forward to each day for the fun of preparing the next variety of foods.

I still haven't told you the best part, the effect it had on my life. To be honest, I don't have words to describe it. If you can imagine in early September, I was an ugly 28 pounds overweight. Here, the next month, in late October, I had lost 28 pounds - leaving me at my ideal weight, looking slim, fit and attractive. No more feeling as though my clothes were trying to strangle me.

It was like I had stepped into a new world. Persons of the opposite sex, who virtually ignored me before, were now making a fuss over me to the point of being downright aggressive. People of both sexes showed more respect toward me. My better appearance gave me more confidence. My sphere on friends began to increase. The combination of these things was shortly to bring me a job promotion. (Studies show that there is a direct relation to physical appearance and career success.)

It is a very emotional experience to regain your self respect. I couldn't help remembering a scene from a documentary on the late Vince Lombardi where he had just made winners out of the Packers who had known nothing but humiliation and ridicule before. It's a proud "lump in my throat" feeling to know, "they aren't laughing at you any more."

I could tell you much more but for now, that's my story. I hope I conveyed to you the true excitement I feel for this product.

For those who wish to obtain the doctor's computerized diet, just fill out the form below and follow the simple instructions. The price is \$9.95 plus 50¢ postage and handling. I know that's expensive, but I think we have all learned by now that "you get what you pay for". With the computerized diet, you will end your weight problem once and for all. My company guarantees this. If for any reason you are dissatisfied, you may return this product and receive every cent of your money back - no questions asked.

But, I guarantee you will be more than satisfied. Because, through my own personal experience, I have found that this product has a quality that is rare nowadays. - **it works.**

(If you have any questions, phone me at (216) 494-4282.)



The American Historical Society

4626 Cleveland Avenue N.W. Canton, Ohio 44709 (216) 494-4282

URGENTGRAM MEMO

TO: Mr. Howard Rich
613 S. Halladay St.
Santa Ana, CA 92701

FROM: George Culbertson
Vice President

F2

MESSAGE

Dear Mr. Rich:

Wish to inform you of an important development related to your Rich family name.

Did you know that Richs have held important military, political and business positions which have greatly contributed to our American heritage? And, did you know that Richs have fought with honor in every war to defend our great country?

This information comes from our recent genealogical trace of your name. This study shows that your name is significant in American history. To commemorate the Rich contribution in this Bicentennial year, The American Historical Society has produced a Rich Bicentennial Commemorative Flag. (See the photocopy I made for you.) We feel this flag finally gives the great name of Rich the recognition it so richly deserves.

I have had a number of these flags made up only for selected Rich families such as yourself who are respected and prominent citizens. Just think what a priceless heirloom this flag makes. Your grandchildren for generations to come will be reminded of you and that you were part of the history of the Bicentennial celebration. What better Bicentennial memento could you have? I can tell you that your neighbors and friends there in Santa Ana will be surprised and impressed when they see your flag flying in front of your house or on the wall in your home.

YOUR RECEIPT

KEEP FOR YOUR RECORDS

YOUR RECEIPT FROM:

The American Historical Society
4626 Cleveland Avenue N.W.
Canton, Ohio 44709
Phone (216) 494-4282

FOR: YOUR FAMILY'S BICENTENNIAL
COMMEMORATIVE FLAG

Reserved Claim Check No. 306

TEAR HERE AT PERFORATION. KEEP THIS TOP PART FOR YOUR RECEIPT

TEAR HERE AT PERFORATION. MAIL THIS BOTTOM PART FOR YOUR REPLY

YOUR REPLY

Reserved Claim Check No. 306

Reserved Goods
Will Be Mailed To: Mr. John Chappell
Box 112
Blountville, Tenn. 37605

Please mail _____ of my four reserved flags
(Limit of four flags - no exceptions please)

Four of your family's Bicentennial Commemorative Flags have been reserved for you. You may order one or more but the limit is four (4) (NO EXCEPTIONS PLEASE!) If one (1) flag is ordered the cost is \$9.95. Additional flags (UP TO THREE) will be placed in the same package (or only \$5.00 each). Simply indicate the number of flags you want in the space above. Insert this claim check along with cash, check or money order (or fill out credit card form on reverse side) in the enclosed reply envelope. Postage is already provided. Make checks payable to The American Historical Society.

IMPORTANT: FREE REGULAR
50 STAR AMERICAN FLAG
TO BE MAILED WITH THIS
CLAIM.

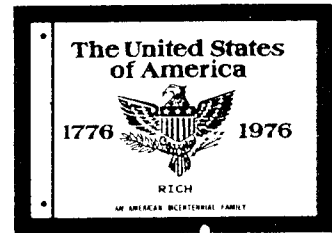
The American Historical Society
4626 Cleveland Avenue N. W.
Canton, Ohio 44709
Phone (216) 494-4282

Postcard 1504-P01

PHOTOCOPY

Mr. Rich:

This telephoto is to give you an idea of what your flag looks like, but, it does not do it justice. Your Bicentennial Commemorative Flag measures 16 inches by 24 inches. It is made of the richest quality polished polyester cotton flag material. The colors are radiant red, white and blue.



FROM: _____

ZIP: _____

FIRST CLASS
Permit No. 1544
Canton, Ohio

BUSINESS REPLY MAIL
NO POSTAGE STAMP NECESSARY IF MAILED IN THE UNITED STATES

POSTAGE WILL BE PAID BY

The American Historical Society
4626 Cleveland Avenue North
Canton, Ohio 44709

Attn: George Culbertson, V.P.
Re: Claim Check No. 306

Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Bicentennial Flag	Mailing Lists	\$2.21	\$2.28	\$9.95	131,851	12%

URGENTGRAM

Copy from Figure 19

Dear Mr. Rich:

Wish to inform you of an important development related to your Rich family name.

Did you know that Richs have held important military, political and business positions which have greatly contributed to our American heritage? And, did you know that Richs have fought with honor in nearly every war to defend our great country?

This information comes from our recent genealogical trace of your name. This study shows that your name is significant in American history. To commemorate the Rich contribution in this Bicentennial year, The American Historical Society has produced a Rich Bicentennial Commemorative Flag. (See the photocopy I made for you.) We feel this flag finally gives the great name of Rich the recognition it so richly deserves.

I have had a number of these flags made up only for selected Rich families such as yourself who are respected and prominent citizens. Just think what a priceless heirloom this flag makes. Your grandchildren for generations to come will be reminded of you and that you were part of the history of the Bicentennial celebration. What better Bicentennial memento could you have? I can tell you that your neighbors and friends there in Santa Ana will be surprised and impressed when they see your flag flying in front of your house or on the wall in your home.

Most people want several flags. So, I have reserved a small number for you. If you were to go out and have a flag of this type made up, it would be very expensive indeed. But, since they have already been made up for selected Rich families, the cost of one flag including handling and shipping will be only \$9.95. Since a lot of the cost goes into the shipping and handling, I will put additional flags in the same package for only \$5.00 each. I could only reserve four flags total so, three extra flags at \$5.00 is the limit. Simply indicate the number of flags you want on the enclosed claim check and mail it along with cash, check or money order, or charge one of your credit cards. I have stamped a credit card form on the reverse side of the enclosed reply form.

If you choose to fly your flag outdoors, the ideal way would be to fly it under the regular 50 star flag.

But, as mentioned, there is a severe shortage of flags now because of the over-demand created by the Bicentennial. Delivery on flags from manufacturers is eight months.

I have a small supply left of regular 50 star flags which we had an overstock on several years ago. I will give you one of these flags, free of charge.

.....Looking forward to hearing from you.....

P.S....The results of the research study on your name throughout American history may be documented into a single publication called, "The Rich Story in America". This report will tell where the family originated, when the first families came to America, what political and military positions were held, what businesses were started, what inventions were attributed to the Rich name, where they settled, and where they now live. plus much more.

If you are interested in your flag., I will personally see that you have the opportunity to get a copy of this most interesting report when it is completed. If you have any questions, call me at (216) 494-4282.

United States Commemorative Gallery

707 U.S. Commemorative Gallery Blvd.

Marion, Ohio 43302

P Tilley
Gen Del
Escondido Ca 92025

Dear P Tilley:

A valuable and historic item has been dedicated to your name, P Tilley. It is the work of none other than the famous artist, Robert C. Howe, created by him especially for this occasion.

This item immortalizes you as a prominent and patriotic citizen who has contributed to our society at the period of our nation's most important centennial.

The historic object named after you is an exclusive, limited edition, memorial plate. But, your plate is different from any other limited edition plate ever made. Your plate will be in a unique display case with this inscription engraved forever on a bronze memorial plaque: "The Patriots of the American Bicentennial, memorial plate: Serial No. FP2077L, by Robert C. Howe, dedicated to P TILLEY, patriot of the United States of America Bicentennial, July 4, 1976." This plate has only been offered to a small group of prominent and affluent Americans such as yourself who have shown pride and interest in their name and heritage.

Now here is another very important item which makes your plate so different from any other commemorative plate. Your name will be immortalized. This plate will have a registry book in national historical archives which contains the names and addresses of the select people, such as yourself, to whom this special edition was dedicated. You will also receive a copy.

Not only does this memorial plate immortalize your name and make a beautiful room decoration, but it also offers you an important extra bonus. This plate has an excellent chance of becoming a solid asset -- a very large solid asset.

As an expert on limited edition plates, it is

4436 CLEVELAND AVE., N. W.
CANTON, OHIO 44707

Special Attention Mail
PERSONAL AND CONFIDENTIAL

Special Attention Mail
PERSONAL AND CONFIDENTIAL



Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Plate	Mailing Lists	\$22.00	\$.96	\$37.00	10,710	6%

This Certifies That

THE P TILLEY MEMORIAL PLATE

INSTRUCTIONS

- Secure purchase of your plate by cash check, money order or national credit card information on the reverse side of this certificate. Purchase price is \$37.00. Make checks payable to United States Commemorative Gallery.
- Mail this certificate along with your payment in the enclosed heavy envelope.

SERIAL NO. FP2077L

Art: Robert C. Howe
Art Type: Signed
Plate Description: Historic
Recording Method: Historical
Registry Book

Free Enclosures: Special Display Case
in Bronze Memorial Name Plate

Date: Dec. 4, 1976

Certificate Serial No. BP6226303NA

Authorized Signature: George Critchson, President
United States Commemorative Gallery

Year of Calling: 1976
Purchase Price: \$37.00
Guarantee: Unconditional One Year Money Back Guarantee

"The Patriots of The American Bicentennial"

Sequentially Numbered
Commemorative Memorial Plate
Limited Edition, Signed

by

Robert Charles Howe

From _____

Zip _____

UNITED STATES COMMEMORATIVE GALLERY
707 U. S. Commemorative Gallery Blvd.
Marion, Ohio 43302

Attn: Reference No. 225-A
Per: Mr. G. Gittelsohn

Dear P Tilley

A valuable and historic item has been dedicated to your name, P. Tilley. It is the work of none other than the famous artist, Robert C. Howe, created by him especially for this occasion.

This item immortalizes you as a prominent and patriotic citizen who has contributed to our society at the period of our nation's most important centennial.

The historic object named after you is an exclusive, limited edition, memorial plate. But, your plate is different from any other limited edition plate ever made. Your plate will be in a unique display case with this inscription engraved forever on a bronze memorial plaque: "The Patriots of the American Bicentennial, memorial plate; Serial No. FP2077L, by Robert C. Howe, dedicated to P TILLEY, patriot of the United States of America Bicentennial, July 4, 1976." This plate has only been offered to a small group of prominent and affluent Americans such as yourself who have shown pride and interest in their name and heritage.

Now here is another very important item which makes your plate so different from any other commemorative plate. Your name will be immortalized. This plate will have a registry book in national historical archives which contains the names and addresses of the select people, such as yourself, to whom this special edition was dedicated. You will also receive a copy.

Not only does this memorial plate immortalize your name and make a beautiful room decoration, but it also offers you an important extra bonus. This plate has an excellent chance of becoming a solid asset — a very large solid asset.

As an expert on limited edition plates, it is my opinion that this plate will become one of the highest priced collectors' items

in the history of commemorative plates. Here's why: 1) It is a limited edition; 2) the art is by artist Robert C. Howe, created by him solely for this plate. As you probably know, Robert C. Howe is the famous artist for the cover of "The Saturday Evening Post" who is hailed as the new and better Norman Rockwell. He was, in fact, hand picked and endorsed by Norman Rockwell himself to be his successor; 3) the art is in full, four color; 4) the plate material is the best there is, fine china and gold; 5) the historic class of limited edition plates go up in value at the highest rate; 6) it commemorates a once in the history of the world event — The U. S. Bicentennial; 7) the Bicentennial is considered by many experts to be the most important and pivotal centennial the U. S. will ever have; 8) only a fraction of the total citizens in the entire life of the U. S. will have been alive during the Bicentennial much less have a historic item dedicated to them; 9) the unique historical registry book, a first in the collectible plate field, serves to make this plate a famous commodity; and 10) plates of this quality almost always go up in value at a high rate (past history shows good limited edition plates increasing in value 500% in just two years and after that the sky is the limit).

However, I feel the real beauty of this memorial plate is priceless. Ask yourself, will your great grandson know who you were? Statistics show it is very unlikely he ever will, although it could be different with a person of your stature. But, this plate makes it very likely that every future generation of your family will remember you, P Tilley. Because, the P Tilley plate will live forever.

To claim your memorial plate, simply refer to the short purchasing instructions on your enclosed plate certificate.

I will be waiting for your reply since I will personally monitor the proceedings on your plate.

Famed Physicist Proves That Sitting In A Pyramid Causes Unexplainable Good Things To Happen

HISTORY REVEALS SUCH BENEFITS AS LONGER LIFE, SPONTANEOUS CURING, REDUCED AGING & MIND EXPANSION

*** Virtually, every man, woman and teenager in America owns a miniature pyramid. Remove a \$1.00 bill from your wallet and flip it over. Imprinted there is a reproduction of the reverse side of The Great Seal of the U.S. — a pyramid of 13 courses, representing the original 13 colonies, watched over by the Eye of Providence.

*** Napoleon was fascinated by "The Mountains of the Pharaohs." After spending a night in The Great Pyramid at Giza, it was a pale and shaken General who returned to his close details and ordered that the incident never be mentioned again, saying only that he had foreseen his destiny.

*** Alexander Graham Bell worked in a laboratory topped with a pyramid shaped roof.

*** Karel Drbal, a Czech Pyramid Expert, utilized Pyramid Power to shave 200 times with one single razor blade.

Sheer size alone is enough to shatter the imagination! On the west bank of the Nile River, just outside Cairo, Egypt, stands the largest and best preserved of the gigantic stone structures called "Pyramids." Towering over 450' into the air, covering 13 square acres of land, and containing more than 2,500,000 hewn stone blocks averaging from 3 to 90 tons each, The Great Pyramid at Giza weighs in at a total close to 6,000,000 tons.

• If its stones were cut into standard size bricks and laid end-to-end, they would reach from here to the Moon!

Acclaimed as the foremost of the Seven Wonders of the Ancient World, this pyramid has been the

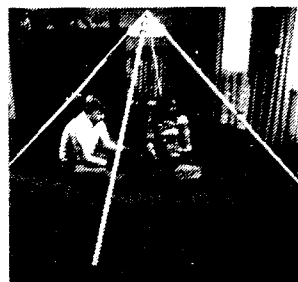
And then the living legend of the pyramid captured the attention of world-renown scientist, G. Patrick Flanagan. Dr. Flanagan's decision to probe the mysterious energy fields which pyramids contain led him to the threshold of a new technology heretofore unknown to man. Work proceeded on the assumption that where there exists a physical phenomenon, there also exists a physical answer. Pyramid Power has graduated from the realm of the mystical to that of an actual science. Through his precise, carefully controlled scientific experiments, Dr. Flanagan has proven that the force called the "Power of the Pyramid" does exist. Not only has he proven its existence, but he has actually been able to duplicate it.

Dr. Flanagan Talks About Pyramid Power

Pyramid means "fire in the middle." Quite obviously, there is no real fire, but rather "energy in the middle."

It is important to understand that pyramids have no energy source in themselves; they trap energy inside much like the glass walls of a greenhouse trap rays of sunlight. The geometric shape acts as a lens, absorbing vast amounts of the biospheric energy which is constantly bombarding our environment and intensifying it many times its original power. If an object of a human is placed inside, he becomes the recipient of this concentrated force and is able to utilize it to benefit his daily life.

The key to Pyramid Power lies in a form of electromagnetic radiation of short wave lengths called "microwaves." Where does all this



FIRST INEXPENSIVE HOME PYRAMIDS NOW AVAILABLE TO PUBLIC. Until now, pyramids cost anywhere from \$400.00 to \$200.00 because of the precision required. A new corrugated board tubing pyramid which has the same required precision has just been developed and is available for under \$10.00. (See story below.)

IMPORTANT NOTE! It is only necessary to have the framework of a pyramid for it to function. It is not necessary for the sides to be closed. But if the sides are closed, sitting inside would become very uncomfortable.

The NBC Tomorrow Show with Tom Snyder, on September 15, 1975, featured Pyramid Power. Dr. Flanagan dramatically demonstrated its capabilities showing that it is able to increase intrinsic bodily strength up to 50%, when such weakness is due to a depleted energy condition. This fact is verified by doctors, Kiriyan

ticks. Just plain "lovers" experienced a definite improvement in their lovemake with increased virility and sexual sensitivity. Others reveal that they not only feel better, but also look younger, more attractive and appealing. One movie star sleeps with a miniature pyramid under her bed because it promotes sound sleep and makes her feel energetic.

Pyramid Power can be absorbed and stored in ordinary tap water for consumption, thus discharging natural energy directly into the system. This same water can be used to treat the problem skin and acne suffered by teenagers. Hair shampooed with it is lustrous and manageable. House plants thrive when watered with it. They grow larger, faster, become healthier (sickly plants are strengthened), and look greener. Even plant pests are repelled.

And those concerned with the economics of their pocketbooks are justly rewarded. Enhance the flavor of less expensive brands, tenderize meat, mellow inexpensive wines so that they taste like vintage stock, remove the bitterness from coffee and tea, dehydrate foods for future use (meat, fruit, herbs, vegetables), freshen dull razor blades, and restore stale coffee, sharpen dull butter knives.

Hobbyists can easily preserve butterflies, insects, etc. for their collections, dry fresh flowers and foliage for bouquets and arrangements.

Pyramid Power Projected

Still in its infant stages, Pyramid Power is a scientific discovery which will ultimately prove to be equal or superior to electricity.

Product

List Source

Unit Total Cost To Fulfill Each Product

Unit Cost of D/M Solicitation Or Newspaper Cost per Unit

Unit Of Sale (Cash up front)

Number of Orders Generated

% of Response

Pyramid

ROP
Tabloids

\$4.46

\$5.013

\$9.95

43,015

2/M

the science of mathematics and the exact dimensions of the Earth than modern science did up until the International Geophysical Year 1957-1958. Curiously, buried within the measurements is a key to the structure of the entire solar system.

- Dimensions, shape and weight of the Earth
- Distance from the Earth to the Sun
- Hours, minutes and seconds in a day
- Average temperature of the Earth

The Pyramid is aligned True North with error less than 5' of one degree, is level over 13 acres to within one-half inch, and is situated exactly on the meridians which divide the land masses of the Earth into quarters.

The aura of mystery and intrigue remained intact for 45 centuries. Rumors of magic and mysterious forces relayed the message of this strange phenomenon from one generation to the next.

mind performance, work capacity, disposition, metabolism function and rate of burn recovery and healing were all improved, while pain and allergic disorders can be relieved.

Our own senses remain extremely limited. We utilize less than 0.01% of the total light available. By contrast, the geometric shape of the pyramid acts as an antenna which soaks up this power, magnifies it many times over, and stores it for its use. Not only can Dr. Flanagan duplicate Pyramid Power, but he has actually been able to photograph it by using Kirlian Photography, a process which captures on film radiations not visible to the naked eye.

Since energy tends to discharge from sharp points in any energy system, it is not at all unusual that the power which is housed inside of the pyramid would flow from its apex and from its corners.

• Can increase ESP

When you enter a pyramid, you can feel the surrounding energy. All who have sat in one report an intense feeling of heat along with a tingling sensation in the hands. Those who meditate or use biofeedback unanimously agree that when these practices are performed in a pyramid, the benefits gained are significantly increased. They feel that stress-related conditions, such as insomnia, chronic headache, fatigue, low back pain, can all be reduced, that daily tension, stress, and anxiety can be relieved; that they perform better on the job, increase self confidence, and suffer less depression.

All of this to a far greater degree than if they were to meditate without the aid of pyramid power.

Animal lovers disclose that their pets are healthier, live longer, and are free from fleas and

foreign countries are desperately trying to conquer), the energy crisis will be greatly relieved.

A huge, gleaming white pyramid-shaped office building now stands in the financial district of San Francisco. The interest of the entire construction industry was captured when a religious community in Houston, Texas erected its church in proportion to the Great Pyramid at Giza. In development stages are pyramid complexes to house world institutes and Centers in New York and California, as well as pyramid theaters, restaurants, homes and apartments throughout the country. Watch for them in the days to come!

We no longer need look only to the future for Pyramid Power. The article below will explain how you can begin immediately to put the Power of the Pyramid to work for you every day.

HOW TO GET YOUR OWN PYRAMID INEXPENSIVELY AS PART OF A RESEARCH PROJECT (As Shown In The Picture Above.)

Dr. G. Patrick Flanagan, recognized as the world's leading Pyramid Power scientist, has unequivocally elevated Pyramid Power to the stature of a science. He has proven that Pyramid Power does exist and that it creates an energy flow capable of accomplishing countless beneficial and desirable results. These results have been thoroughly documented and verified by independent scientists and researchers the world over.

But up until the present time Pyramid Power has been available only on an extremely limited basis. But because there is yet so much vital information to be gathered, Dr. Flanagan has, for the first time ever, made it available to the general public.

Several years ago, in an effort to present the most complete picture possible, Dr. Flanagan and his staff initiated an Intensive Continuous Research Program. These scientists now wish to utilize the experiences, observations and comments of the average Home Pyramid (As shown in the picture above) user. (Dr. Flanagan is the author of

"Pyramid Power", the original pyramid energy book in the USA.) He is currently in the process of collecting data for another, even more comprehensive book. Therefore, the Home Pyramid is now available to you at a special reduced rate. Additionally, if your name is chosen, you will receive an invitation to take part in this important project. Participation entails only several minutes of your time, and should you decide to do so, will automatically qualify you for special bonuses.

The Home Pyramid is a lightweight, mobile unit scaled as an exact replica of The Great Pyramid at Giza. This is absolutely necessary in order to insure success. The base measures seven feet — the height measures four and one-half feet. Constructed of high quality, corrugated board tubing, this pyramid can accommodate people, animals, plants and things. Free standing, it is roomy enough to comfortably house two adults. Those who choose to sleep under it report a heightening of all feeling; sensual, physical energy, and ESP as well as a reduction in aches and pains.

The structure itself is uncovered. One of the most fascinating discoveries yet is that Pyramid Power can be generated by an uncovered structure. If the tubular framework maintains the accurately shaped outline and precise proportions of The Great Pyramid at Giza, The Pyramid Power from within automatically produces an energy shield which serves the same purpose as a solid covering, yet the structure remains free of the restrictions and confines of a conventional pyramid or tent. Air, sound and light are free to circulate around you.

IMPORTANT NOTE! It is only necessary to have the framework of a pyramid for it to function. It is not necessary for the sides to be closed. Also, if the sides were closed, sitting inside would become very uncomfortable.

The Home Pyramid is completely versatile in its simplicity. It takes only minutes to assemble. Complete, easy-to-follow instructions and suggestions for its use are included.

Pyramids before this cost anywhere from \$400.00 to \$200.00 because of the precision required and the expensive material involved. However, in order to get public feedback for further research data, the Home Pyramid is being made available through this special research project for only \$9.95. All Dr. Flanagan asks is that if anyone experiences exceptional benefits, would they please inform him by mail. The address will be provided with the Home Pyramid. For those who wish to take advantage of Pyramid Power, the following instructions are provided:

On a blank piece of paper, print the words HOME PYRAMID followed by your own name, address and zip code. Mail this along with \$9.95 in cash, check or money order to The Pyramid Research Federation, Dept. 4626 Cleveland Ave. N., Canton, Ohio 44707. Your Home Pyramid will be mailed to you immediately. (Limit of two per household - NO EXCEPTIONS. PLEASE. If two are ordered, please enclose \$19.90.)

* * *Virtually, every man, woman and teenager in America has a miniature pyramid. Remove a \$1.00 bill from your wallet and flip it over: Imprinted there is a reproduction of the reverse side of The Great Seal of the U.S. — a pyramid of 13 stars, representing the original 13 colonies, watched over by the Eye of Providence.*

* * *Napoleon was fascinated by 'The Mountains of the Moon.' After spending a night in The Great Pyramid at Giza, it was a pale and shaken General who refused to disclose details and ordered that the incident never be mentioned again, saying only that he had foreseen his destiny.*

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Acclaimed as the foremost of the Seven Wonders of the Ancient World, this pyramid has been the source of raging controversy and debate. Within the span of one century, 25 billion tons of limestone, mortar and brick were piled up in the desert. WHY? And by whom? Historians say the pyramids were built by slaves as tombs. No written record exists, however, proving this. Others say the pyramids were built by ancient astronauts from far-away planets, or possibly a culture able to overcome the force of gravity. But for what reason? As an astronomical observatory? A temple? Some believe that they are the biblical "Granaries of Joseph" or that they were used to combat disease by atmospheric conditions; still others theorize that they are at this very moment monitoring the Earth.

Whoever is responsible for the construction of The Great Pyramid fully understood more about the science of mathematics and the exact dimensions of the Earth than modern science did up until the International Geophysical Year 1957-1958. Curiously, buried within the measurements is a key to the structure of the entire solar system:

- Dimensions, shape and weight of the Earth
- Distance from the Earth to the Sun
- Hours, minutes and seconds in a day
- Average temperature of the Earth

The Pyramid is aligned True North with error less than 5' of arc; is level over 13 acres to within one-half inch; and is situated exactly on the meridians which divide the land masses of the Earth into quarters.

The aura of mystery and intrigue remained intact for 45 centuries. Rumors of magic and mysterious forces relayed the message of this strange phenomenon from one generation to the next.

And then the living legend of the pyramid captured the attention of world-renown scientist, G. Patrick Flanagan. Dr. Flanagan's decision to probe the mysterious energy fields which pyramids contain led him to the threshold of a new technology heretofore unknown to man. Work proceeded on the assumption that where there exists a physical phenomenon, there must exist a physical answer. Pyramid Power has graduated from the realm of the mystical to that of an actual science. Through his precise, carefully controlled scientific experiments, Dr. Flanagan has proven that the force called the "Power of the Pyramid" does exist. Not only has he proven its existence, but he has actually been able to duplicate it.

Dr. Flanagan Talks About Pyramid Power

Pyramid means "fire in the middle." Quite obviously, there is no real fire, but rather "energy in the middle."

It is important to understand that pyramids have no energy source in themselves; they trap energy inside much like the glass walls of a greenhouse trap rays of sunlight. The geometric shape acts as a lens, absorbing vast amounts of the biocosmic energy which is constantly bombarding our environment and intensifying it many times its original power. If an object or a human is placed inside, he becomes the recipient of this concentrated force and is able to utilize it to benefit his daily life.

The key to Pyramid Power lies in a form of electromagnetic radiation of short wave lengths called "microwaves." Where does all this "biocosmic" power come from?

Surrounded by vast electrostatic, magnetic, light and gravitational fields, we remain for the most part totally unaware of them and the effects they have on our bodies. Do you know that the pulsating magnetic field of the earth stimulates normal brain rhythm and that when you are under emotional stress or suffering great pain your own bodily magnetic field can increase enough to approximate that of the Earth? Although the electrostatic field is not felt by us, it is one of the most important factors affecting life: Persons exposed to elimination or decrease of this field suffer negative effects contributing to fatigue, irritability and apathy. Tests conducted by NASA show that under a favorable electrostatic field, all-around performance, work capacity, disposition, metabolism function and rate of burn recovery and healing were all improved, while pain and allergic disorders can be relieved.

Our own senses remain extremely limited: We utilize less than 0.01% of the total light available. By contrast, the geometric shape of the pyramid acts as an antenna which soaks up this power, magnifies it many times over, and stores it for us to use. Not only can Dr. Flanagan duplicate Pyramid Power, but he has actually been able to photograph it by using Kirlian Photography, a process which captures on film radiations not visible to the naked eye.

Since energy tends to discharge from sharp points in any energy system, it is not at all unusual that the power which is housed inside of the pyramid would flow from its apex and from its corners.

In the 1960's, a team of scientists lead by a Nobel Prize Winner for Physics worked with 12 United States and United Arab Republic Agencies to analyze the structure of the Pyramid of Kephren. At the conclusion of the project, a correspondent from the London "Times" asked for and received this explanation:

"...there is some force that defies the laws of science at work in the pyramid."

Using ultra-sophisticated technical equipment, Dr. Flanagan has proven that Pyramid Power:

- Helps people, animals, plants and things
- Can be obtained quickly and easily by anyone
- Can strengthen, energize and rejuvenate the body
- Can increase ESP

When you enter a pyramid, you can feel the surrounding energy. All who have sat in one report an intense feeling of heat along with a tingling sensation in the hands. Those who meditate or use biofeedback unanimously agree that when these practices are performed in a pyramid, the benefits gained are significantly increased. They feel that stress-related conditions, such as insomnia, chronic headache, fatigue, low back pain, can all be reduced; that daily tension, stress, and anxiety can be relieved; that they perform better on the job, increase self confidence, and suffer less depression — all of this

to a far greater degree than if they were to meditate without the aid of pyramid power.

Animal lovers disclose that their pets are healthier, live longer, and are free from fleas and ticks. Just plain "lovers" experienced a definite improvement in their lovelife with increased virility and sexual sensitivity. Others reveal that they not only feel better, but also look younger, more attractive and appealing. One movie star sleeps with a miniature pyramid under her bed because it promotes sound sleep and makes her feel energetic.

Pyramid Power can be absorbed and stored in ordinary tap water for consumption, thus discharging natural energy directly into the system. This same water can be used to treat the problem skin and acne suffered by teenagers. Hair shampooed with it is lustrous and manageable. House plants thrive when watered with it. They grow larger faster, become healthier (sickly plants are strengthened), and look greener. Even plant pests are repelled.

And those concerned with the economics of their pocket-books are justly rewarded: Enhance the flavor of less expensive brands; tenderize meat; mellow inexpensive wines so that they taste like vintage stock; remove the bitterness from coffee and tea; dehydrate foods for future use (meat, fruit, herbs, vegetables); freshen wilted vegetables and restore stale coffee; sharpen dull razor blades.

Hobbyists can easily preserve butterflies, insects, etc. for their collections; dry fresh flowers and foliage for bouquets and arrangements.

Pyramid Power Projected

Still in its infant stages, Pyramid Power is a scientific discovery which will ultimately prove to be equal or superior to electricity.

Before his death Dr. Harold Saxon Burr, of Yale University, worked on the "Blueprint for Immortality," a special program to measure, balance and increase the energy fields around and in the human body so that many forms of disease can be eliminated entirely, the aging process slowed down, and the life span drastically prolonged.

Pyramid Power has the potential to purify the polluted air and water of entire cities. An air freshener has already been developed for the home which makes the air 'like that of an alpine valley near a waterfall — perfect for optimum health.'

Because this powerful force will lead us away from dependence on fossil fuels by providing an understanding of the true nature of gravity (a problem which the governments of the U.S. and foreign countries are desperately trying to conquer), the energy crisis will be greatly relieved.

A huge, gleaming white pyramid-shaped office building now stands in the financial district of San Francisco. The interest of the entire construction industry was captured when a religious community in Houston, Texas erected its church in proportion to the Great Pyramid at Giza. In development stages are pyramid complexes to house whole Institutes and Centers in New York and California, as well as pyramid theaters, restaurants, homes and apartments throughout the country. Watch for them in the days to come!

We no longer need look only to the future for Pyramid Power. The article below will explain how you can begin immediately to put the Power of the Pyramid to work for you every day.

Dr. G. Patrick Flanagan, recognized as the world's leading Pyramid Power scientist, has unequivocally elevated Pyramid Power to the stature of a science. He has proven that Pyramid Power does exist and that it creates an energy flow capable of accomplishing countless beneficial and desirable results. These

results have been thoroughly documented and verified by independent scientists and researchers the world over.

But up until the present time Pyramid Power has been available only on an extremely limited basis. But because there is yet so much vital information to be gathered, Dr. Flanagan has, for the first time ever, made it available to the general public.

Several years ago, in an effort to present the most complete picture possible, Dr. Flanagan and his staff initiated an Intensive Continuous Research Program. These scientists now wish to utilize the experiences, observations and comments of the average Home Pyramid (*As shown in the picture above* user. (Dr. Flanagan is the author of "Pyramid Power", the original pyramid energy book in the USA.) He is currently in the process of collecting data for another, even more comprehensive book. Therefore, the Home Pyramid is now available to you at a special reduced rate. Additionally, if your name is chosen, you will receive an invitation to take part in this important project. Participation entails only several minutes of your time, and should you decide to do so, will automatically qualify you for special bonuses.

The Home Pyramid is a lightweight, mobile unit scaled as an exact replica of The Great Pyramid at Giza. This is absolutely necessary in order to insure success. The base measures seven feet — the height measures four and one-half feet. Constructed of high quality, corrugated board tubing, this pyramid can accommodate people, animals, plants and things. Freestanding, it is roomy enough to comfortably house two adults. Those who choose to sleep under it report a heightening of a feeling: sensual, physical energy, and ESP as well as a reduction in aches and pains.

The structure itself is uncovered. One of the most fascinating discoveries yet is that Pyramid Power can be generated by an uncovered structure *IF* the tubular framework maintains the accurately - shaped outline and precise proportions of The Great Pyramid at Giza. The Pyramid Power from within automatically produces an energy shield which serves the same purpose as a solid covering, yet the structure remains free of the restrictions and confines of a conventional pyramid or tent. Air, sound and light are free to circulate around you. **IMPORTANT NOTE!** It is only necessary to have the framework of a pyramid for it to function. It is not necessary for the sides to be closed. Also, if the sides were closed, sitting inside would become very uncomfortable.

The Home Pyramid is completely versatile in its simplicity. It takes only minutes to assemble. Complete, easy-to-follow instructions and suggestions for its use are included.

Pyramids before this cost anywhere from \$40.00 to \$200.00 because of the precision required and the expensive materials involved. However, in order to get public feedback for further research data, the Home Pyramid is being made available through this special research project for only \$9.95. All Dr. Flanagan asks is that if anyone experiences exceptional benefits, would they please inform him by mail. The address will be provided with the Home Pyramid. For those who wish to take advantage of Pyramid Power, the following instructions are provided:

On a blank piece of paper, print the words HOME PYRAMID followed by your own name, address and zip code. Mail this along with \$9.95 in cash, check or money order to The Pyramid research Federation, Dept. _____, 4626 Cleveland Ave. N., Canton, Ohio 44767. Your Home Pyramid will be mailed to you immediately. (Limit of two per household - NO EXCEPTIONS, PLEASE. If two are ordered, please enclose \$19.90.)

PYRAMID RESEARCH FEDERATION
4626 Cleveland Ave. N. W. Canton, Ohio 44767 (216) 494-4282

MEMO

From The Desk of Dr. G. Patrick Flanagan



To: Mr. Bond Signed: Dr. G. Patrick Flanagan

MESSAGE

The Intensive Research Program provides us with a link to you, the Home Pyramid User, and permits us an opportunity to evaluate your numerous experiences and benefits. As an outgrowth of this continuing research, we have made one of the most dramatic and exciting discoveries yet: It is now possible to convert the pointed pyramid shape into a flat, circular plane which possesses the same power and properties as the pyramid.

Many ask, "But how can this be, and what does it mean?" Let me explain. The world contains thousands of antennae, each designed for a different purpose. The size, shape and complexity of an antenna are determined by the directional properties desired: vertical antennae transmit vertically--horizontal antennae, horizontally.

In order to develop the "flat pyramid" (which we call a Pyramid Power Sensor because it is very sensitive to biocosmic energy from the solar system) we applied the same technology that converts three dimensional radar antennae into flat, planar surfaces. The U.S. Government uses this same principle in its Space Program--antennae too bulky to use in space are mathematically converted into flat surfaces.

In other words, the round Pyramid Power Sensor is in reality a flattened pyramid energy generator system. It is the most advanced Pyramid Power device

4626 CLEVELAND AVENUE, N. W.
CANTON, OHIO 44767



Product	List Source	Unit Total Cost To Fulfill Each Product	Unit Cost of D/M Solicitation Or Newspaper Cost per Unit	Unit Of Sale (Cash up front)	Number of Orders Generated	% of Response
Pyramid Sensor	Mailing Lists	\$2.72	\$2.28	\$9.95	7,476	16%

Pyramid Research Federation
4626 Cleveland Ave. N. W.
Canton, Ohio 44767

Dear Dr. Flanagan,

As a Home Pyramid user and researcher, I am entitled to receive your Pyramid Power Sensor at a special, discounted rate of \$9.95. I am sending my check/money order in the amount of \$_____. (One Sensor @ \$9.95--two Sensors = \$19.90). A return envelope has been provided for my convenience.

Mr. Bond
Box 135, H.A.
Scarsdale, N.Y. 10582

Home Pyramid User's Discount Certificate

PRINT NAME AND ADDRESS

FROM _____

ZIP _____

PLACE
STAMP
HERE

Pyramid Research Federation
4626 Cleveland Ave. N. W.
Canton, Ohio 44767

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In other words, the round Pyramid Power Sensor is in reality a flattened pyramid energy generator system. It is the most advanced Pyramid Power device ever developed.

I am shown in the picture enclosed wearing the Pyramid Power Sensor. The disc itself is composed of ten 24K gold-plated copper resonant rings impressed on a dielectric insulator. Each ring is resonant to a different frequency. On the front of the disc is a configuration of "flat" pyramids. It has been found that these various cross sections of pyramid models are also resonant to different frequencies.

The device appears to be nothing more than a disc bearing a circular design on the back and a group of pyramids on the front: but it is much more! The Pyramid Power Sensor is the most advanced pyramid power device developed to date.

Everything that can be accomplished with the pyramid can also be attributed to the Pyramid Power Sensor. But, more importantly, **THE PYRAMID POWER SENSOR POSSESSES UNIQUE ADVANTAGES OF ITS OWN:** It is extremely mobile, lightweight and small enough to carry in a pocket, wear as a medallion, place under your pillow or mattress — anywhere! It can be used in any position without fear of interference with the Earth's magnetic field.

The Pyramid Power Sensor is beautiful when worn as a piece of jewelry. It is composed of ten 24K gold-plated resonant rings impressed on a high quality blue space-age insulator. Imprinted on the front of the disc, also in 24K gold, is a striking design arranged from various cross sections of the pyramids.

It is not just a "good luck charm". Many so-called luck pendants work occasionally because the wearer wants to believe that they will. The Pyramid Power Sensor has been proven scientifically. I have demonstrated its capabilities on national television, as well as at seminars and lectures across the country, showing that it is able to increase intrinsic bodily strength up to 50% when such weakness is due to a depleted energy condition. Some people feel the change - others don't. But it is there: verified by doctors, Kirlian Photography, and standard accepted Energy Analyzing Equipment.

The Pyramid Power Sensor exhibits ALL of the phenomena credited to the pyramid. The concentric circles of the Pyramid Power Sensor create an energy flow that will give you all of the beneficial energies of the pyramid, yet you can carry it with you at all times.

As a Home Pyramid User, you are entitled to receive this powerful device at a substantial savings to yourself. When the device reaches the general public, you can expect it to sell for considerably more. However, because you are a part of our research program, the Pyramid Power Sensor is available to you for only \$9.95. The enclosed "Home Pyramid Use Discount Certificate" tells you how.

By R. L. Bennett

(Canton, Ohio) They still exist isolated from the world where they live to be 120 to 140 years old. They have no cancer, heart attacks or other major disorders to speak of. They are active and fit to the very end. Men father children at 100 years and older. Overweight people are unheard of for they have the perfect weight control system.

Why haven't you heard much about this mysterious civilization? First, few people know they exist. They are literally isolated from the rest of the world by a series of impassable mountain ranges in the Himalayas. This small nation is called Hunza. It is located in West Pakistan, 65 miles Northeast of Gilgit and 18 miles South of the border of the U.S.S.R. The country is accessible only by foot through mountain passes which narrow to 18 inches at some points. This civilization originated in 330 B.C. when an army division of Alexander The Great of Macedonia broke away, took Persian wives and purposely lost themselves in the vastness of the Himalayas. The soldiers were of Greek descent and the Hunza people are fair skinned caucasian. Their religion is Moslem and they are ruled democratically. They are very intelligent, are excellent engineers and have a very effective school system.

There were a few books about them early in the century but they still remained obscure because of their remoteness. Then in the 50's and 60's interest in them began to pick up. Some very prominent people got on the bandwagon. Television's Art Linkletter, in cooperation with NBC, sponsored a trip to Hunza by Dr. Allen R. Banik who in turn, along with another Hunza advocate, journalist Renee Taylor, wrote the book "*Hunzaland*". Renee Taylor also wrote four other books on the Hunzas.

National Geographic Magazine sponsored a research trip by author Franc Shor and published a story on Hunza. Lowell Thomas, Jr. visited Hunza and featured the Hunza people in his motion picture documentary, "*Search for Paradise*". Thomas then invited the Mir (ruler) of Hunza, Mohammed Jamal Khan, to visit the United States.

All of these famous visitors came back awestruck at the prolonged youth and the physical and mental health of the Hunzas. They started to preach the Hunza way of living to their fellow Americans. The Hunzas are considered to be the healthiest people on earth.

Research shows that it could be very possible to add up to 40 years of youth to the life of the average American by using the Hunza system. And it is possible to do this even if aging has already taken place.

Two experiments have shown that it is possible to de-age animals and people by putting them on Hunza health practices. Age here is defined as physical age with the following symptoms: excess weight; physical disorders; mental disorders; sagging, wrinkled skin; dull, thinning hair; bad teeth; failing eyesight; failing hearing; sagging, deteriorating muscles.

The Hunza health system is simple and would fit into the busy American life style with a minimum of disruption. It consists only of adding 6 key food substances to your diet, 68 minutes a week of routines and exercises, an observance of body cycles and the application of special fruit oils and minerals.

Here are some of the highlights of the Hunza's health practices:

- A food substance that increases the amount of calories your body will burn each day thereby allowing you to eat more without weight gain.
- A technique which unlocks the body's natural disease curing and reconstructive mechanism.
- A simple routine that allows you to lose weight the most rapid way possible. It consists of cycles where you fluctuate between doing something and not doing it.
- The secret of the perfect complexion of the Hunza women. A fruit oil which eliminates a wrinkle causing skin deposit. This oil is also a natural skin preserver.
- An exercise and a lotion which eliminates excessive falling hair and dandruff in men and brings on new hair growth. For women it brings on thick, luxuriant, fast growing hair.
- A mineral and two minute exercise which eliminates prostrate problems in men right now and forever.
- An exercise that increases mental alertness and mental abilities.
- The quickest and most efficient physical fitness system which gives you strength, endurance and toned skin and muscles. It takes only 68 minutes a week. One exercise is four minutes each day and the other exercise is 40 minutes once a week.

The stories about the Hunzas defy belief. But, the notable people who visited Hunza in the 50's and 60's would not be the type to lie or even exaggerate. And, each distinguished visitor came back with the same identical findings. Their reports read like this:

Hunza men are straight, tall, broad-shouldered, deep-chested, slim-waisted, heavy legged, and have full heads of hair. Hunza women are straight, tall, slim-waisted, developed bosoms, perfect complexions, and luxuriant hair. Both men and women have perfect teeth and eyesight — even at 100 years and older! They are neat, clean, intelligent and friendly. And you can't find an overweight person.

Hunza women at 80 look no older than American women of 40. Fatigue is virtually unknown. Hunza men over 90 years old repeatedly walk the mountain trail of 65 miles from the town of Gilgit with a full pack and immediately start to work in the fields again!

Now, here's the clincher that makes this place sound like something out of Grimm's Fairy Tales. They have no disease, no psychological disorders, no divorce, no juvenile delinquency, no greed and no jealousy. And, there has not been a crime reported in Hunza for 130 years! These people don't know what you are talking about when you speak of cancer, heart disease, arthritis, prostrate trouble, female trouble, overweight, baldness, acne, neurosis, nervous tension, rapes, muggings, robbery, murder, etc. How do they die? Everything goes very quickly and all at once — no long sickness and suffering. That's the natural way. They say in Hunza, "One day an oldster is there, the next day he's gone."

This all sounds too good to believe, but, the following eye opening experiment might bring it into logical focus. It is an experiment by a brilliant English surgeon, Dr. Robert

McCarrison, as reported by journalist Renee Taylor in her book *"Hunza Health Secrets"*:

"Dr. McCarrison was appointed Director of Nutrition Research in India under the Research Fund Association.

For his work and experiments he chose albino rats. Rats are largely used in nutritional laboratories because they love all human food. Their span of life is short, so their whole life history can be observed.

For the first phase of his experiment, Dr. McCarrison chose healthy rats, then placed them in good conditions, with fresh air, sunlight, comfort and cleanliness. He chose their diet from foods eaten regularly by the Hunzas.

In this experiment almost 1,200 rats were watched from birth to the twenty-seventh month, an age in the rat which corresponds to that of about fifty years in a man. At this stage the Hunza - diet - fed rats were killed and carefully examined. McCarrison's report was remarkable:

'During the past two and a quarter years there has been no case of illness in this "universe" of albino rats, no death from natural causes in the adult stock, and, but for a few accidental deaths, no infantile mortality. Both clinically and at postmortem, examination of this stock has been shown to be remarkably free from disease. It may be that some of them have cryptic disease of one kind or another, but if so, I have failed to find either clinical or microscopical evidence of it.'

His experiments did not, however, stop here. Next he took diseased rats and placed them, too, on the Hunza diet. They all became well. Then he took batches of rats and placed them in clean, comfortable surroundings and fed them the food of the people of India. The rats living on the various Indian diets, which consisted of rice, pulses, cooked vegetables and condiments were soon plagued with diseases and miseries of many kinds. Over two thousand rats fed on faulty Indian diets developed eye ailments, ulcers, boils, bad teeth, crooked spines, loss of hair, anemia, skin disorders, heart, kidney and glandular weaknesses and a multitude of gastrointestinal disorders.

In later experiments, McCarrison gave a set of rats the diet of England: white bread, margarine, sweetened tea, boiled vegetables, tinned meats and inexpensive jams and jellies. On this diet, not only did the rats develop all kinds of disease conditions, but they became nervous wrecks: 'They were nervous and apt to bite their attendants; they lived unhappily together, and by the sixteenth day of the experiment they began to kill and eat the weaker ones amongst them'."

For the "doubting Thomases", there you have a controlled, scientific experiment by a more than qualified professional as the proof in the pudding. Many considered that experiment to be one of the most worthwhile in the history of science.

The American Health Institute has recently published the Hunza health system translated to the American culture. The process took a year and the translated system was tested for 3 years after in order to be sure the system was totally effective. The translated Hunza system was named the BioCalendar™ Health System. The term BioCalendar™ seems to best describe the Hunza system which relies on the natural biological system of the body and body cycles.

Test subjects Benjamin Sperry and his wife, Nancy, (who are also officers of the institute) filed this report after testing the BioCalendar™ Health System, the American translation of the Hunza system:

"We were very anxious to test the BioCalendar™ Health System after researching the Hunzas. The thought of the possibility of adding 40 years of youth to your life is enticing to say the least. As a result of Dr. McCarrison's experiments we felt we could de-age even though aging had already taken place in both of us. We took physical and mental measurements of ourselves and then we used the BioCalendar™ Health System for 6 months. The following are the before and after results:

BEFORE: *I guess you could call us typical middle-aged Americans. I was over 30 pounds overweight with sagging muscles and sagging skin. My wife was the same but less overweight at 10 lbs. over. My heart beat was 87 per minute and my blood pressure was 145 over 87. Hers was 85 per minute and 133 over 83. We had several chronic ailments. We had depressions and nervous tension. My wife got splitting headaches constantly. We had low energy and alertness seemed to be waning. We had aches, pains, and usually felt bloated. I was short on strength and stamina. I had little sex drive. Our hair was dull and mine was thinning and our skin was usually pale.*

You know, I hate to print our 'after' conditions. They look unbelievable. But, it's true. If anyone doesn't believe us we are right here in Canton, Ohio. We can parade dozens of witnesses and provide pictures to prove our 'before' condition. And, you can view our present condition with your own eyes.

AFTER: *Our first set of results leave no room for subjective opinion on our part. My weight dropped 32 pounds, my wife's 12. My heart beat went to 62 per minute and blood pressure went to a perfect 120 over 82 which is, in the doctor's own words, 'that of a 20-year-old person'. Hers went to 60 per minute and 116 over 78 — again near perfect. On measured strength machines my strength gain was two times lowest to 5½ times highest, depending on muscles tested. On self-administered I.Q. tests our scores increased an average of 15 points over five separate tests. From photos we could see our muscles and skin were toned and firm. My wife's headaches have completely gone. On the depressions, anxieties and nervousness, no one is going to be totally free from this; but, our results astounded me in that these mental ailments all but disappeared. My sex drive improved radically. My hair thickened. In fact this system saved me from going bald. My excessive hair loss stopped; my dandruff completely disappeared. I could see new hair growth in the temple areas where it had been receding. Our color improved drastically. My wife's hair became shiny, thick, and began growing at a much more rapid pace. Her complexion improved 100% and her wrinkles started to fade by using the Hunza's secret fruit oil. We forgot to measure our eyesight and hearing in the before stage, but I can swear that my eyesight is definitely improved. In effect we were de-aged.*

One of the features we liked best about the system — there's isn't the torture of going hungry or unsatisfied such as you

experience with the fad diets such as the low carbohydrate diet, the liquid protein diet, etc. With the BioCalendar™ System, you eat until you are full and satisfied.

However, the best benefit of this whole program is one you can't measure. We just plain felt good. You know the good feeling you have when you just awaken from an excellent night's sleep or that "feeling good" you get after a couple of cocktails — well, that's how we feel 90% of the time.

What kind of progress do you make on this system?

Your biggest and most drastic progress is made in the first 14 days. After that it tapers off to a slower but steady rate of change. In the first two weeks I dropped 11 pounds and 2 inches off my waist, and my wife 7 pounds and over 1 inch. There's a Hunza routine that you use in full force at the start which takes off weight as fast as it is physically possible for you to take it off. But, 11 pounds was more than it is possible for me to take off considering my size and metabolic rate. So, it must be a combination of fat and excess body fluids. The special Hunza routine does eliminate a lot of contaminating body fluids which do not return.

Also during the first 14 days you acquire a very noticeable improvement in your outer appearance. Firming up, better color, shinier hair, cleaner complexion, etc. There was a common comment from friends after the first two weeks: "My, you look so nice. You've lost a lot of weight, what are you doing?"

The ensuing weeks brought on steady change in improved appearance and loss of weight. Some weeks were better than others, but, each day that passed seemed like we were going back in time or de-aging — which is exactly what was happening.

At the end of 6 months the compliments really picked up. The changes were so drastic that we got many open mouth stares each time we saw a friend — especially the ones who had not seen us for a long time. These people almost fell over in shock.

Now for the best part. Here is where all other systems, bar none, fail. After the first six months could we stick with the system, keep our weight off and keep our de-aging process?

The answer was yes we could, and, quite easily.

That's the trick to the system and that's why it works. You stay with it. It's no big time-consuming deal. The exercise and routines take exactly 68 minutes a week (four minutes each morning when you get up and one time for 40 minutes once a week). The rest is simply eating. You add a few critical key foods to your diet, which by the way are delicious. And you take a few supplements in tablet form before retiring. That's all there is to it.

There is one routine which takes some getting used to at first, but the accompanying pleasantness from this routine sure does cancel out this effect. You don't have to worry about sticking with it. You can't quit if you try. You become addicted. After an interim phase, your meals consist of eating until you are full and satisfied. I have read that there is one routine which causes your body to secrete a growth hormone which is also a drug (a beneficial drug) that causes that euphoric and high feeling. Maybe it's part of the reason you can't quit, but it will be the most beneficial addiction you could possibly have.

We have used the system for 3 years now. We have not put an ounce of weight back on. We have kept our de-aging gains and, in fact, show gradual gains each week in this area."

When I looked back on it all it became so clear why the Hunzas lead a life which seems too perfect to be true. Sickness and social problems are very unnatural disorders. They are all results of an unhealthy body. When the body is healthy, people live free from disease, they live harmoniously and they live to be well over 100 years and they don't age until very late in life. Man was designed to live happy and healthy to 150 years. The Hunzas prove this and so does the Bible. Biblical people are constantly referred to in the Bible as being 150 to over 200 years old. Our health and mental care institutions are firefighters dealing with the symptoms and not the cause.

The Hunza health secret is simple: "create a healthy body and the body will cure all the disorders itself, that's the way it was designed."

In a parting comment from the Sperry's, they relate, "People spend money on things they think will make them happy. I can tell you it takes a lot less to make you happy when you are healthy and just feeling good."

The American Health Institute is making copies of the BioCalendar™ Health System available to the public. For those interested, the following information is provided:

Description of the BioCalendar™ Health System based on the Hunza Health Secrets: The system consists of an illustrated, easy to understand report and a four-color wall chart. Parts are color coded for added simplicity and ease of checking. It is very concise. The system consists of 3 easily prepared recipes, a list of 4 critical foods, three available but uncommon vitamins, one oil, two routines and exercises, and a table of personal body cycles. As a side note, this large 4-color wall chart is more expensive to produce and ship than a hard cover book.

If you are interested in obtaining the BioCalendar™ Health System based on the Hunza health practices, The American Health Institute will provide duplicate, four color copies of the report and wall chart for \$9.95, which also includes processing your order, postage and handling.

I predict that in the very near future you will call it the best \$9.95 you have ever spent in your life.

To order your copy, 1) Get a blank piece of paper, 2) At the top of the paper, print the words "BioCalendar™ Health System", 3) Print your name and address, 4) Mail this along with \$9.95 in cash, check or money order to: American Health Institute, Dept. J- ; 125 American Health Institute Blvd., Canton, Ohio 44767.

Or, if you want a copy in the mail to you within a few hours phone in your order as follows: 1) Dial this TOLL FREE number: 1-800-321-0888 (Ohio residents dial 1-800-362-0636 and ask for operator J- ; 2) Say the words "BioCalendar™ Health System", 3) Give your name and address, 4) Give the operator one of your following credit card numbers: MasterCard, Charge, or Visa (also include your Interbank number). Or, you don't want to use a credit card, tell the operator you want mailed C.O.D. Operators are on duty right now and around the clock.

Direct any inquiries to (216) 494-4282. Please do not dial toll free numbers for information. The operators are not permitted or qualified to answer questions.

This offer carries a full money-back guarantee.

follows: 1) During this 1001-PR11 number 1800-toll number to ask for operator 2) Say the words "Steps to Freedom" 3) Give your name and address, 4) Give the operator one of the following credit card numbers: MasterCard or Visa (do not include your Interbank number, if you do not want to use a credit card and tell the operator you want it issued 5) Operators are on duty right now and will be the clock.

Please send any inquiries to 2108-440-4232.

Please note that the toll-free number is for information. The operators are not permitted to answer questions.

This offer carries a flat-fee money-back guarantee.

By John Whitehead, Special Features Writer

(Canton, OH) The secret to making a quick fortune in America has been reduced to a simple 7 step system by an entrepreneur from Canton, Ohio. It requires little or no money, a minimum of time and no elaborate plant or equipment. In fact, you can do it in your home or anywhere.

There are hundreds of rags to riches stories each year in America. However, this one is very unique.

Most successful get rich ventures were spin-offs of a former business or occupation. Or, someone was in the right place at the right time. You don't usually find a guy getting rich who was working for a big company, had no money, had no experience outside his specialized job at the company, and did not even know where he was going to start. You also don't find many people making this much money this quick.

The man who did it is Ben Swarez who is a real, living, breathing human being living in Canton, Ohio, the Pro Football Hall of Fame city.

As you fly into this medium sized Midwestern town you can see that it's a compact community surrounded by farmland. As you drive from Akron-Canton Airport on the I-77 Freeway into town you can see the Pro Football Hall of Fame just off the freeway to the right. The Hall of Fame is situated in a complex which also houses the city's biggest high school, a field house, one of the biggest natatoriums in the nation and one of the biggest high school football stadiums in the country, the 20,000-seat concrete constructed Fawcett Stadium. This is the same stadium where ABC's Humble Howard, Frank Gifford, and Dandy Don broadcast the Hall of Fame Game each year.

Upon arriving in the neighborhood where Swarez lives you get the feeling you're in the typical middle class, mid-American neighborhood. It's quiet, with tree lined streets and friendly people. Swarez never moved when he got rich but did fix up his house like the Taj Mahal.

His neighbors here in Canton call it a movie script. One of the neighbors interviewed had this to say: *"It was unbelievable. One day he's driving around in a rusted out '68 Pontiac station wagon, living in an uncarpeted house that didn't even have a color T.V., and struggling to make ends meet like the rest of us. The next day he's driving in a brand new Lincoln Mark V, a brand new Mercury station wagon, a \$35,000 GMC motorhome, his house is fixed up like a palace, and he's traveling all over the country."*

A close friend of Swarez's comments: *"When he first started saying he was going to think up a way to get rich quick we all laughed and thought he was crazy. Man we're not laughing anymore. He wouldn't tell everybody how he was doing it for 3 years. I knew he would eventually. Everyone who makes a big accomplishment sooner or later has to tell everyone how he did it."*

So, how was all this accomplished. For that answer I went right to the horse's mouth, my main interview with the creator of the system, Ben Swarez.

QUESTION: "OK, Ben, so how in the world did this all start?"

ANSWER: I was typical of a good majority of Americans — working at a job for 10 years that I hated, worrying about layoffs, living from pay to pay with no money to do anything except buy the bare essentials. Work held little chance for advancement. Big companies are immovable and impersonal.

I found out quick that moving up had little to do with talent and hard work and more to do with politics, lodge membership, being a friend or relative of a high executive, or riding onto the coattails of an executive and hoping he ascends the organization. I wanted out but I saw no way to escape the proverbial rat race.

Then one Monday morning in April a traumatic last straw came. I had invented a solution to a problem in 3 months that the company's research division had been trying to come up with for 5 years. I was told that morning that my solution was being shelved because in so many words it had "shown up" the research division.

I'll never forget that afternoon when I came home from work. A few of my relatives and some neighbors were coming over to my house for a basketball game in my driveway. My brother was the first to arrive. I was standing in the middle of the driveway bouncing the basketball, dejected and pondering my future. I started thinking of applying elsewhere for a job. Then a thought struck me. "Jobs, get a good job, a better job, create more jobs is all you hear. My God, has everyone forgotten this is the land of free enterprise, the land of opportunity. That's the whole premise on which this country was built. As my brother approached, I turned to him and said, *"Rick, I don't know how I am going to do it or what I am going to do but I'm going in for something for myself and become independently rich."* That point was the start of it all.

QUESTION: Excellent point. Is this when you developed your system?

ANSWER: No, that came a little later — after some hard knocks trying to do things the orthodox way. I tried to start the standard types of businesses that require buying buildings, equipment, hiring people, etc. But, since I had no money I had to try to borrow to do this. I soon found out that banks don't lend you money for new businesses or buying established businesses for that matter. The only time banks lend you money is when you don't need it. The fact is that no one is going to lend you money to start a business. I tried to start a couple small businesses that could be started by renting the necessities but wound up losing money and owing the money for the rental which I didn't have.

Then I started to buy the "get rich books". I quickly found out that these are nothing but franchise schemes, selling jobs or stupid real estate deals that take you forever to make money.

I was also learning another important fact. When you work full time job, it doesn't leave you time for much else. When you consider preparation time to go to work, driving time, lunch, the 8 hours on the job and cleaning up and unwinding when you get home, that takes 12 hours out of your day. With 8 hours sleep that only leaves you 4 hours out of the day plus weekend. And that time usually must be spent maintaining the house and car, and spending some time with the family.

So I was faced with this cold hard fact. If the typical American in my condition is going to escape the rat race, he will have to do it with a method requiring very little time and money, no experience or skills and the system must make a lot of money quickly. On the surface it sounded impossible, but I made an understatement. But, when you're desperate you find that necessity is indeed the mother of invention.

Then another thing spurred me on. I read an article by the Social Security Administration. It related, "out of every 10

persons reaching 65 years old: 50 are flat broke, 30 are dead, 15 have a little money and only 5 are rich". I wasn't going to work 40 years and end up in a "home", flat broke.

QUESTION: So this is when you came up with the big system?

ANSWER: Yes, but there is a little more to it. I pondered and researched how to do it for months always running into stone walls. They say your subconscious does all your heavy creative work. It does. One night of all times when I was lifting weights in my basement the solution rolled out of my mind like a computer print out. It was the simplest, fastest and most direct way to make a lot of money. I quickly wrote it down and after analyzing it, the system boiled down to a few simple rules or steps.

You use these steps to assemble what I call a Net Profit Generator System or N.P.G.S. for short. That night I stayed up late and assembled N.P.G.S.-1.

I tested N.P.G.S.-1. It took about 2 weeks, but it failed miserably. But, even though it failed I could see what made it fail was something not that severe. It simply had a few bugs to be worked out. I modified the system and assembled N.P.G.S.-2. The system multiplies money very rapidly. The more you multiply the faster you make money. I wanted to make it fast so I showed my system to a local businessman. He liked it and put up a great deal of money to be put into the rollout of N.P.G.S.-2.

N.P.G.S.-2 made a significant turn around in the system and it almost broke even. But, it still lost money. N.P.G.S.-3 took a lot more time than I expected, about 6 months, to work out the bugs left in the system. But, N.P.G.S.-3 was a success making a better than fair amount of money. But, not enough, and hardly enough to pay off the huge debt I had incurred by now. However, I could now see the pot of gold at the end of the rainbow. I assembled the perfected system, N.P.G.S.-4. There was no question that N.P.G.S.-4 could make it big. But, we knew that nothing is totally predictable. Even so, we did it. We rolled out with N.P.G.S.-4.

I still owed a great deal of money from the research in developing the prior systems. Again I needed to make the money as fast as possible so again my businessman put up more money. If N.P.G.S.-4 failed I would be \$70,000 in debt and no way to repay.

QUESTION: That must have been a tense moment waiting for the results to come in?

ANSWER: It was real life drama at its highest intensity.

It was a muggy mid-August morning when I waited for the results to come in. I would know that day if it worked or not.

The phone rang with the results. I stood there with sweaty palms and my heart in my mouth. The news? N.P.G.S.-4 was a smashing success!

The first rollout paid off all my debts with money left over.

QUESTION: Incredible. When did you start making your first big money for yourself?

ANSWER: Very shortly afterward. I projected a way to do big rollouts without having to put up any money. My second rollout of N.P.G.S.-4 netted my first big payday. I made \$80,000 clear!

QUESTION: I can't even imagine getting that much money all at once. What was it like?

ANSWER: It's almost impossible to verbalize. My wife and I just stared at the check for a long time. We had a two day

celebration with a dinner and party. It's a fantastic experience to go into work and tell them you quit. I had a little fun doing it. The chance to say what you truly feel to people who have had you under their thumb for 10 years is truly a pleasant release of frustration.

The first thing I did was pay off all my bills. Then I paid off my house. I took the money to the savings and loan company who held the mortgage personally to see the looks on their faces. The teller did a double take. The manager came out and smiled insincerely and said "*We don't get too many people paying off a \$20,000 mortgage all at one time.*" Then we had a "burn the mortgage" party. Then I went to the showroom of the local Lincoln-Mercury dealer and laid down the cash for a brand new Mark. I never had a new car in my life. I never even had the experience of a new car even as a kid at home.

I can still remember driving it from the dealer and the new smell. When I got home I picked up the hood and looked at the gleaming new engine without a speck of dirt or grease.

Then my wife and I went on a shopping spree for clothes. We had been making do with old clothes for so long they had become worn out. She always had to shop for clothes with very little money. I always joked with her that "If I gave you \$5,000 to spend on clothes could you do it in one day?" She used to say "I could do it in a couple hours." So that's what I did. I gave her \$5,000 to go out and buy clothes. It ended up taking all day and she said she relished every minute.

We then took a long trip. In New York I bought her a large diamond at Tiffany's — another thing we always dreamed about.

But I'll tell you the money was not the most important benefit in this. What money really does is give you precious time. Time to be with your wife and children before they grow up before you know it — and time to do things you really want to do. Another priceless thing you gain is your self respect. No more crawling and kneeling because you're dependent. The words of Frank Sinatra's song "My Way" says it all.

QUESTION: This definitely could be a movie script. How did things go after that?

ANSWER: Excellent. The first year I assembled two more systems and made a total of \$145,000.

QUESTION: You've been at it for 3½ years now. Were the succeeding years as good?

ANSWER: Better. Here are the results by year: The 1st year as mentioned I made \$145,000; the 2nd year I made \$205,000; and 3rd year \$309,000. And already in the first half of this year I have made \$200,000. I have audited financial statements from certified public accountants and income tax returns to verify this to any agency or investigator of any kind who wishes to challenge me on this. My enterprise is also listed in Dun and Bradstreet.

QUESTION: That's quite a system. I understand you're now ready to tell everyone how you did it.

ANSWER: I don't know if I'll tell everyone. But, I have put it all into a book.

QUESTION: What can you tell me about the book?

ANSWER: It's called "7 Steps to Freedom, How to Escape the American Rat Race". It contains the complete step-by-step details on how to assemble an N.P.G.S. system which I finally reduced to just 7 simple steps. Here are some highlights of the qualities of the system:

- The system requires a minimum of time and money to start.
- You don't need special experience or skills to do it.
- You don't need to buy or rent buildings, buy or rent equipment and you don't have to hire people.
- You can do it anywhere — in your house, while you travel or a favorite vacation spot or retreat.
- With the system you can earn \$10,000 to \$500,000 in a matter of months and even within two days depending on which system you assemble.
- The money you make is all earned income which is subject to one of the lowest tax bites.

QUESTION: Did you say you can make big money within days?

ANSWER: No, that's an understatement. You can actually do it within hours in some cases. You can compile a system in an afternoon one day and start having spendable money in your hands produced by the system the very next morning!

QUESTION: How much money do you average on a system?

ANSWER: I'd say the average is \$200,000. That's the type I usually stick to. I'll tell you this, doing a system to make \$10,000 to \$20,000 is literally duck soup. I have these available all the time but don't even use them.

QUESTION: You said you need no special training or experience. Who all can do it?

ANSWER: Just about anyone. First on special talent, I really don't know if that exists. In my experience I have found people are as talented as they think they are. The benefit about this system is the skull drudgery and work of creating the system has been done. You only need to follow directions. All you need is common sense, a sense of pride in your work and the ability to see a job through to completion. This system is also perfect for people who are confined at home, such as housewives.

QUESTION: What are the odds of success?

ANSWER: I can't control if a person is going to follow instructions properly or possesses common sense. But I can vouch for my system. It's foolproof. And here's verification of that:

First, over the past 3½ years I have created 15 successful Net Profit Generator Systems myself. Second, a number of years ago I taught one of the earliest and crudest forms of the system to my brother and brother-in-law. At that time my brother was 19 and my brother-in-law was 22. They were both in college. They have since created about 5 successful Net Profit Generator Systems and they are also now both rich. Now, if two college kids still wet behind the ears can do it, anyone can.

QUESTION: O.K. So, why do you want to reveal your system to other people when it's obvious you're making loads of money with it?

ANSWER: There are several reasons. First, the old proverb is true. Everyone likes to brag when they accomplish something; and, I'm no different. Second, I am in the position now to completely retire. I have put all my money into a diversified portfolio of blue chip investments that no one can touch, including myself. So, I'm protected from losing my money myself or someone taking it away from me. These investments generate a comfortable guaranteed income for life for my family and me.

So, although doing this system is the next thing to retireme I have often pondered the theory that *"Money is like anything else, too little of it is bad and too much of it is bad."* It may sound strange but I think that theory is valid.

Thirdly, I think I can keep everyone from knowing my secret by only making the book available on a limited, controlled basis.

QUESTION: Retiring, huh? You're how old?

ANSWER: I'm 36 years old. But, I'm not going to sit around and do nothing. There are several non-commercial projects I always wanted to do that I feel will solve several special problems that have plagued civilization. That's another reason I am thinking of retiring. These projects will require a lot of time. But, it's something I will enjoy doing, and, I will be able to do them when I want to.

QUESTION: How will you make your book available on a limited, controlled basis?

ANSWER: Again, I don't want too large a percentage of people to know my secret. I feel it would lower the value and be unfair to those who buy it, although it would be hard to saturate this concept. So, I will simply limit the number of books that will be printed. I don't know just yet how many books that will be produced. I have just produced a small press run which is available by mail today. The book is not in book stores.

QUESTION: I shudder to ask, how much does a book cost?

ANSWER: If it was priced at what it's worth, few people could afford it. There's at least a million dollars' worth of knowledge in this book. I'm not exaggerating when I say I don't know of any other book in which a person stands to gain as much benefit so much. But, I will make it a very reasonable price of \$20.00. This book is being distributed for me under my contract by the Publishing Corporation of America.

A most interesting interview and I would have to call this book of the century. For those who want a copy of the book from this present press run, the following information is provided:

The book contains over 200 pages containing detailed illustrated instructions on how to set up a Net Profit Generator System (N.P.G.S.) complete with all necessary forms. It is written in clear, easy to understand language. Also included is a diary of how the system was developed with some very interesting behind the scenes tales. A large amount of knowledge you pick up about human nature is staggering in this diary.

To order: 1) Get a blank piece of paper; 2) At the top of the paper, print the words "7 Steps to Freedom"; 3) Print your name and address; 4) Mail this along with \$20.00 in cash, check or money order to Publishing Corporation of America; Dept. C- ; 4626 Cleveland Avenue N.E.; Canton, Ohio 44707.

Or, if you want a copy mailed to you within a few hours phone in your order as follows: 1) Dial this TOLL FREE number, 1-800-321-0888 and ask for operator C- ; 2) Give the words "7 Steps to Freedom"; 3) Give your name and address; 4) Give the operator one of your following credit card numbers: Master Charge or Visa (also include your International number). Or, if you don't want to use a credit card, tell the operator you want it mailed C.O.D. Operators are on duty now and around the clock.

Direct any inquiries to (216) 494-4282. Please do not dial toll free number for information. The operators are permitted or qualified to answer questions.

This offer carries a full money-back guarantee.

C. How to Choose an Effective Medium for Your Market and Message

"It has been estimated that the average American is exposed to not less than 1500 promotional messages every waking day of his life — some, of course, are never seen or heard, others fail to communicate...and only a scant handful succeed in both capturing attention and delivering a message."

To this line from Richard S. Hodgson's *Direct Mail and Mail Order Handbook* might be added, "and getting a response." For response is really the name of the game in the mail order business.

You've got a mail order product. You think you have a good promotional idea. The next important step is to select the right medium to deliver your message.

Many people — some who call themselves experts — claim that one medium sells better than another. The fact is, media does not sell a thing! Copy is what sells your product. Media is only a vehicle. Its sole purpose is to transport your message from you to your audience. It is the bus, train, plane or car that carries you from one point to another. Broken down further, it is a Volkswagen, Chevy, or Rolls Royce — whichever suits you best.

Although media does not, on its own, sell products, it does have a big influence on advertising effectiveness. In large measure, media determines who will be exposed to your message, the number of people and how often they will be exposed to it.

Media also provides an environment that is favorable, unfavorable or neutral for your copy or product. Let's assume you are selling choice steaks by mail. It is the visual appeal that stimulates taste buds. You see the steam rising off the charcoal broiled steak. The inside is just a little bit pink. Juice runs off your fork as you pick up each piece. When you've got such a product that requires visualization, you automatically eliminate radio. In this medium you have no visualization. Television or a photograph in a print medium would be your best bets for advertising.

Many viewing, listening and readership surveys are available to advertisers to help them make their media decisions. Technical sophistication has made some surveys very impressive. But keep in mind.....Just because an ad is seen or heard does not mean that a product is purchased. In general, these surveys have little to do with sales results.

In choosing an effective medium for your product and copy, you will first want to check 5 points:

1. Audience — Who are the people you want to reach? Is income a factor? Their interests? Occupations? Have they purchased a product similar to yours?
2. How many people will be reached through this medium? What is the circulation of the newspaper or magazine you're considering? The audience of the radio or TV station, the universe of the mailing list?
3. How often will your message reach your audience? Generally, one month in magazines, one day in newspapers, 60 seconds on radio and TV.

4. What is the cost per thousand of reaching your audience? This is very important. Cost per thousand is the basic foundation in making a media selection. As a rule of thumb, cost per thousand is found by dividing your total circulation, audience or universe by your total ad cost. Always keep this rule in mind. No media is cheap if it does not make a profit. No media is expensive if it makes a profit.

Almost every day media prices go up. Price levels throughout the economy keep rising, so of course the cost must be passed along to the advertiser. The overall size of media audiences are also growing. The more thousands within a circulation or audience, the more total dollars you will pay for your ad. Check into the medium that interests you. Quite often quantity discounts are available.

5. Is your ad vehicle suitable for your ad copy and the product it features? Match your product and copy with the medium. Does your product require a long, detailed explanation? If so, TV and radio will fail. You will have to put your money into print media.

Space Advertising

Newspapers

It is estimated that 1 out of 3 Americans reads a newspaper each day. Many readers complain that the paper is filled with too many ads. It's a valid complaint. There are a lot of ads. Newspapers are the largest advertising medium in the country. No one buys a paper to read the ads. But without ads, there would be no newspaper to read. Advertising revenue is the lifeblood of all newspapers, averaging twice the subscription and newsstand sales.

So the vicious circle goes round again. You, as an advertiser, will certainly want to look into the advantages and disadvantages of newspaper advertising.

Advantages

1. You can at one time reach people of all ages, interests, education, life styles and income levels in all parts of the country.
2. For more selective audiences, newspapers can be purchased locally on a market-by-market basis. Eliminate areas that you don't want.
3. A newspaper is the most flexible periodical to place your ad. It offers the shortest closing date in print media. Ads can be inserted or changed on one day's notice.

Disadvantages

1. Short life — a newspaper is in front of your audience only one day.
2. High out of pocket cost for heavy national coverage.
3. Poor color reproduction in most newspapers.

There is a great difference in newspaper audiences from city to city. But even within a city, morning and evening newspaper readers can be entirely separate audiences.

Morning papers are generally delivered to or near the subscriber's homes. Morning readers take their papers toward the city, as they travel to work. Because it is the paper of record for the previous day's financial, business and sports activities,

the morning paper is believed to have more masculine appeal. And because businesses are open when people read their morning paper, this medium claims results the same day the ads are published.

The evening paper, on the other hand, is not so official. News content is "up-to-the-minute". But aside from that, the evening paper is much more leisurely in character. It is generally picked up in or near the city and carried to homes in outlying sections. As a take-home paper, the appeal is domestic — slanted toward women, family and shelter.

In terms of response, the day of the week that you advertise is a factor, as well as the placement of your message. Instead of the women's page, society page, homemakers' section, financial section, real estate, sports section, etc., consider placing your ad in the news section. Here, in the mainstream, you get the best exposure to both male and female readers. A right-hand page, with your ad situated above the fold, is also helpful. This way readers are sure to see your message as they turn the page.

Another section of the newspaper that you may want to consider is the classifieds. This was a good medium for us when the business was just getting started and there was little money for advertising. Our best results came from placing the ad in the first section of the classifieds. Most newspapers call this "special notices". A big, bold headline called attention to each ad.

R.O.P., run of press, is usually thought to be the lowest puller in newspaper direct response advertising. But, through much costly trial and error, Media Service, our advertising agency, has turned the tables on R.O.P. What we have found is that most advertisers just don't know how to secure this medium. In our company R.O.P. is one of our biggest advertising mediums.

Why have we selected R.O.P. advertising as a major method for marketing our products? The answer is simple. We have found that by running full page ads, in a special and unique way that we have developed, the response can be increased approximately six to eight times over space advertising in supplements, or comic pages, with a cost increase of only four to six times. Thereby, it is possible to make a marginal ad in tabloid and supplements into a profitable ad by using this R.O.P. technique. Not only is this method of advertising profitable, it is the fastest space media available today for testing and eventual rollout of our products.

It is possible to test a product and within a period of a few days know the results of that test. It is possible to place a large rollout and begin receiving orders in a matter of a few weeks. This method of advertising has a distinct advantage over other forms of space advertising which usually take anywhere from six to eight weeks for test results, and finally, another six to eight weeks to get into a rollout position. R.O.P. also allows you to spread your risk in that all circulation does not have to run at the same time. This is a major drawback of other types of space advertising.

Exactly how we secure R.O.P. is one of two trade secrets that I cannot reveal to you. The reason is because of a partnership in this part of the business. However, the media director at our advertising agency would be happy to give you more information on how R.O.P. or the classifieds can be adapted to your own advertising plans. Just call Media Service

at (216) 494-5065 or write to Media Director, 4626 Cleveland Ave. N., Canton, Ohio 44767.

In any case, keep in mind that a newspaper can only deliver your message to an audience. The copy is the selling force. No single newspaper, regardless of circulation or ad position, can make up for a piece of bad copy.

Sunday Supplements

Another good medium for space advertising is the Sunday Supplement. This magazine type publication that accompanies the Sunday newspapers costs about \$3.06 per thousand. When compared to R.O.P. costs per thousand it is relatively inexpensive. The two main publications in this category are Parade and Family Weekly, which have a combined circulation of 30,355,010. For more information on advertising in these publications, contact the regional representative's office listed in the monthly publication of Standard Rate & Data Service, Inc.

Tabloids

The National Enquirer, Midnight and National Star make up another space medium that could be worthwhile if you want to blanket the entire nation. With these three major tabloids you get a combined nationwide circulation of approximately 9,100,000. The cost is about \$2.05 per thousand. For more information on tabloids, contact the regional representative's office listed in the monthly publication of Standard Rate & Data Service, Inc.

Comics — Puck & Sunday Metro

The "Funny Papers", once just a laughing matter, are now a serious business. Puck and Sunday Metro, the two main Sunday comic networks, comprise a circulation of about 40,576,526. Cost of using this medium is about \$6.06 per thousand. Contact Puck, the Comic Weekly, 1 North Wacker Drive, Suite 604, Chicago, Illinois 60606.

Magazines

Magazines are often thought of a vehicles of advertising affluence. Since a magazine is not a necessary expenditure, its readers are believed to have a strong buying power. Maybe so, but nothing is purchased unless the right product with the right message reaches the right audience. For nearly every interest there is a specialized magazine. This makes it easy for an advertiser to match a product to a magazine by interest, occupation, income, etc.

Circulation is generally the biggest factor in determining a magazine's cost per thousand. But it is not unusual for a magazine of specialized appeal, one with small circulation or one which reaches a unique group of extremely desirable prospects to cost more per thousand than a mass appeal magazine.

Any way you look at it, magazine advertising is expensive. A simple black and white page could run as much as \$4000 plus production costs. Paper quality of the magazine, art quality, editorial quality and reproduction techniques are other extras that add up quickly.

Advertisers who use color are usually delighted with the reproduction — an aspect that puts magazines far ahead of newspapers for promoting foods, clothing and other products

that have strong visual appeal. No doubt a color ad is attractive. Studies indicate a significant increase in the audience size because of the attention value of color. But it should be noted that, as yet, the audience increase does not equal the cost increase of color reproduction. In direct response advertising you are concerned with selling a product. Somebody saying, "That's a nice ad, pretty color," will not put money in your pocket.

Compared to all other media, a magazine has the longest life. To a direct response advertiser, this could be an important consideration. It means that a coupon or write-in promotion (which usually does well in magazines) will appear before an audience for a month in most publications, two months for bi-monthly publications or three months for a quarterly. The number of people exposed to the ad increases, too, as magazines are passed along to friends and relatives. This extended circulation, which can result in receiving orders one year later, is an extra bonus that is not considered in the initial ad cost.

Just be careful before you commit yourself to a magazine ad. Make sure it is exactly what you want. Once an ad is placed (some 3 months lead time), it is unlikely that it can be changed or cancelled.

Direct Mail

There is something exhilarating about going to your mail box and finding an envelope with your name on it (unless, of course, it's a bill). For every 4 people who check their mail, 3 will at least look at it.

To the advertiser who sent your letter, it was the most expensive advertising medium per unit. Mailing a letter to 1000 prospects runs about 15 times the cost of reaching 1000 prospects through newspaper space advertising.

Yet, mailing a letter is still the most selective means to reach a prospect. Anyone can turn on a radio or TV. Even newspapers and specialized magazines reach people with wide and varied interests. But a personal letter — a "me-to-you" communication — can zero in on a precisely defined audience.

There are at least 7 obvious advantages to making your advertising offer through the mail:

1. Highly selective and flexible advertising — You can select the exact market you want and cover it the way you want. Add or subtract names at will. Eliminate unwanted names by state, zip code, occupation, income or interest.
2. No space limitation — Tell your story in as much depth as you wish. Write a short letter or a very long one. Include as many pieces as you wish in your envelope. It's all up to you.
3. Personal impact — In no other medium can you so closely tailor your letter to the prospect's known characteristics. You can write your letter as though you were writing to an old friend.
4. Sampling opportunities — Include a sample of your product if you would like. Sending a sample by mail is the next best thing to handing it to your prospect in person.
5. Private — Your one-to-one proposition by mail lets you keep competitors in the dark.
6. High attention value — People often complain about their mail, but 3 out of 4 at least look at it.

7. Long life — A prospect can put aside a letter and order a week later, a month later, maybe even a year later.

The one big disadvantage of mailing is the high cost per unit. Often the merits of mailing are down rated because of its cost. But experienced and successful mailers who know the value of using this medium will always be on the look out for ways to cut costs and increase response. Three important considerations are:

1. Selling proposition — The offer that you make is generally considered the most important element in your mailing. Through simple testing you will see that one offer can produce twice the response — thus twice the profits — of another.
2. Mailing list — Who do you want to reach? Will a person who is genuinely interested in your product receive your letter? The right mailing list (check with a reputable list broker) can help provide this assurance.
3. Mailing package — Anything goes through the mail, if you're willing to pay for it. Keep in mind the weight of your mailing and postal rates.

If you use the mail, you'll of course be concerned with response. No doubt your own customer list is the one most likely to pull the highest response. These are the people who have already bought from you at least once, thus increasing the chance they will buy from you again. Most businesses go a step further and separate their lists into "hot" lists or recent buyers, inactives or customers who have not bought in a few years and inquiries.

If your own customer list will not fill your needs, you will have to use a rental list. The first place to check for one is the Standard Rates and Data Service (S.R.D.S.) — direct mail list rates and data. S.R.D.S. classifies all known lists available for advertising by mail. This includes business lists, consumer lists, farm lists and co-op mailing lists.

You can see at a glance what demographic breakdowns each list offers — by geographical selections, by titles, sex, age or income; the price per thousand of renting the list; minimum order requirements; and any restrictions that the list owner may impose. Also, how often the list is cleaned. The more frequently it is cleaned, the less likely you are to be stuck with a high percentage of "nixes" or address changes.

A reliable broker could possibly direct you to some good prospective lists that have worked for other companies with a product similar to yours. To find a reliable broker is a venture in itself. It is much easier said than done. You might want to ask other direct response advertisers for their recommendations.

If you choose a rental list of mail order buyers of a product related to yours, you can expect your second highest response. For example, if your product is an exercise book you would look for a list of people who have bought exercise books by mail. It's a good idea to try to find buyers of a product just as close to yours as possible, including the price.

Trailing far behind in response is a list of mail order buyers of an unrelated product, but a similar purchase plan. Cash in advance, C.O.D., etc.

In most cases you can expect the lowest response from a compiled list. This is simply a list of names with one common

classification. A list of doctors, school teachers, automobile owners, telephone subscribers, and so on. Even though you have a product that fits in with the common thread, a compiled list of people is probably not your answer. A large percentage of the list could be people who are NOT mail order buyers. It is sad to admit there are still a large number of people who for some reason or other do not buy by mail. If you are selling by mail, you need people who have purchased by mail.

If you do have something like an occupational product, you would probably get a higher response by placing a space ad in a related professional magazine.

Broadcast Media

Television

It was July 1, 1941 when the Bulova Watch Company ran the nation's first TV commercial. They paid \$9 for 1 minute. Today that same 60 second commercial would cost at least \$30,000.

Television has come a long way as an advertising medium. At least 94% of the households in this country have a television set. Many have two or more. Each person within these households spends an average of 20 hours per week in front of the tube.

The audience drawn before a television set is a captive one (not to be confused with responsive). There is no greater proof than the uproar caused by a brief interruption in the broadcast of a football game. Once you're settled in your easy chair, you just hate to leave — for anything.

The unique combination of sight, sound and motion gives television the one advertising advantage that no other medium can offer. For this reason alone, it is estimated that TV has 4 to 10 times greater selling impact than radio — its broadcasting counterpart.

There are three additional advantages that television offers an advertiser:

1. Your market can be targeted selectively through the known audience characteristics of each program. Television surveys can provide quite an accurate analysis of who watches what program. (Again, this is not to be confused with buying.)
2. Television has a certain intimacy about it that is like inviting a guest into your living room. Seeing a product come into your home via the television screen automatically gives it an element of credibility. How many times have you heard someone say, "It must be good. I saw it advertised on TV."
3. Even more up-to-the-minute than the daily newspaper is the television. Any message flashed across the screen has immediate importance and news value.

The cost of a TV commercial varies a great deal according to the time of day or evening that you advertise. Cost, as well as commercial performance, are thought to be influenced by these 7 factors:

1. Time of Day.
2. Length of Commercial.
3. Position in Program.

4. Program Length.
5. Type of Sponsorship.
6. Program Rating.
7. Back-to-Back Position.

The major disadvantage of television advertising, aside from high initial cost, is the short life of each message. It flashes on. It flashes off. Your 10 seconds, 30 seconds, or 60 seconds are up. You now owe \$100,000 or more. Did you really get your money's worth?

Most advertisers have the misconception that prime time is best for advertising because this is when you have the largest number of viewers. True. But, for the most part, they are mesmerized by the program they're watching. They are absolutely numb to any sales messages.

How many direct response commercials have you seen in prime time? Not many. But turn on your set late at night. Then you'll see the record albums, kitchen and household helpers, exercise devices and other gadgets — all direct response products. Advertising returns have proven this is when people respond to commercials if the right products are offered. The "right" products are those that can be demonstrated. Think of all the exercise devices and work saver tools you've seen demonstrated before your eyes in the convenience of your home.

Notice, too, that unlike prime time commercials, direct response commercials have no chorus lines or background music. These goodies only call attention to themselves and distract viewers from the sales message. The exception, of course, is records. Here you have music, but what you're actually doing is demonstrating the product.

Radio

Radio is used as a background for people on the go. People going to and from work or errands, housewives moving about their tasks. No one just sits and devotes his full attention to listening to the radio (except at times news programs). The listener is not reading words. He is not watching motion. Chances are, he just has some noise in the background while many other things race through his mind. Many other sensory images call for his attention.

Although radio is not commonly used as a direct response advertising medium, it still holds its share of total advertising revenue. The major advantage of radio advertising is its low cost per thousand. A complete rate schedule for each station, under each class, is listed in Standard Rate and Data — Radio.

Cost of radio advertising is determined by who listens and when. This varies a great deal throughout the day and evening. Almost always AAA or morning drive time draws the greatest number of listeners. It also carries the highest price tag. As a typical schedule of listeners, ranging from AAA with the highest number, you would have:

- AAA — Morning drive, early morning, all age groups, both sexes.
- AA — Afternoon drive, children
- A — Housewife time, bulk of day, adult females.
- B — Early evening, general family
- C — Late evening, older teen-agers and adults

When purchasing radio time, you can buy 10, 30, or 60 second commercials. Or you can sponsor a program, which gives you a designated number and lengths of commercials within the program. Part sponsorship is usually available for events such as football, basketball and baseball games.

When considering radio for direct response advertising, there are two major disadvantages:

1. Your audience is dispersed and fragmented. To effectively cover a desired market segment, such as \$50,000 home owners, would be very expensive if at all possible.
2. Radio lacks video broadcasting. Sight and motion are needed to demonstrate many products. Radio just doesn't have it.

Other factors you would have to consider include the listening area to be covered, the power and popularity of the station you intend to use and the right program for the product you are promoting.

The most sought after radio programs are usually the news. News and weather automatically draw listeners. It is not surprising for the commercial immediately preceding or following these programs to be sold at a premium or carry a special surcharge.

National advertisers, in particular, are concerned with the type of coverage within radio. The widest coverage comes through a national network. It is expensive. But here you can reach the entire country simultaneously at the best hours of the broadcasting day and evening.

On a smaller scale, you can purchase a regional network which covers a limited territory. The narrowest selections are local stations, buying them one by one. Here you are free to purchase all types of available programs and announcements between programs.

Telephone

A telephone can be used as a medium, in itself. Since I have no experience in this area, I will not make any comments. But I have used the telephone as an effective tool to boost response in other media. The "800" Wide Area Telephone Service (WATS) lines make customer communication quick and easy. In as little as a few hours you can start to get response to your ads. This is possible if you hand deliver an ad to a newspaper, to run the next day. To a customer, there is nothing easier than picking up the phone to place an order. Many people who will not take the time and trouble to fill in a coupon and lick a stamp will dial a phone number, especially if it is toll free.

In our case a unique way of using a WATS line actually doubled response for some products. How we did it is the second trade secret that I cannot disclose. Again, this is because of a partnership agreement.

If you decide to use a WATS line, you must first answer these questions:

1. Do you handle the telephones yourself or contract the services of another company?
2. What type of coverage do you need — national, partial, full time or measured time?
3. How many lines do you need?

4. Will you have incoming lines only, or outgoing lines, as well?

WATS lines are expensive. Be very careful in implementing such a system in your business. First, make sure the phones really increase response — enough to pay for themselves and still bring you a larger profit than any other method of ordering. Secondly, do not bite off more than you can chew. The phone company (or a sub-contracted answering service) is in business to sell phone service — to you. The more service they can sell you, the more money you'll owe them. Determine exactly what you'll need and then stick to it.

More information about the company that provides our answering service can be obtained from our media director at Media Service, 4626 Cleveland Ave. N., Canton, Ohio 44767, (216) 494-5065.

D. How to Test and Analyze Results

Testing Your Market, Media, Message

Testing takes time — and it takes money. Some direct response advertisers would rather trust their judgment than go through the hassles of testing. Fortunately, these people are becoming an extinct breed. They are victims of their own bad judgment. In a short time, their businesses go under.

A test that is done properly offers facts — reliable facts on which to base major decisions. Do I roll out? Do I change the price? The copy? The medium? Maybe even the product?

Testing is a science in itself. An entire book could be written on how to test. What is probably the quickest and easiest way to learn about testing techniques is to attend a Direct Mail Marketing Association (D.M.M.A.) basic seminar. The following 9 steps are intended to be brief suggestions that apply, in particular, to either direct mail or newspaper testing:

1. Test one thing at a time. Keep everything constant with only one variable. If you try to test two things at once in the same package, such as copy and 1st class vs. 3rd class mailing, you destroy the validity of your test by attempting to analyze both elements at once. The other alternative is to test two completely different packages.
2. Make sure test lists are representative of the entire list. The best way to do this is to split the entire list into Nth sampling or select zip codes ending in a certain digit. Be aware that rental lists commonly are "loaded" for test samples. This means there is a higher percentage of most recent buyers. An Nth sampling or zip code sampling could help to eliminate some of these hot buyers.
3. Use sufficient quantity to obtain reliable test results. For most lists up to 100,000 you will need 2,000 names. When running in newspapers, choose one that is representative of the market with a circulation between 100,000 and 200,000.
4. Consider follow-up testing. Follow up the initial test with another identical test to make sure that an extraneous factor (such as severe weather conditions in certain parts of the country) has not influenced your first test.

5. Mail all pieces in your test at one time. In some post offices an hour's difference in mailing can mean as long as a week or 10 days' difference in actual delivery of the pieces.
6. Do not make major decisions based on minor results. First day early returns are not dependable. You will need to get approximately 50% of your response in for validity of the test. For both newspapers and mail, this is usually 5 or 6 days.
7. Avoid over-testing. Testing is a valuable and essential part of any direct response campaign, but it can be taken too far. When you start to test paper stock and other mechanical trivialities, you're wasting your time and money. The important things are copy approach, offer, major changes in reply devices, headlines, complete packages, lists and pricing.
8. Move quickly on positive test results. Outside factors (such as lay-offs, earthshaking headlines) over which you have no control can very quickly influence your customers' buying decisions. Take advantage of your favorable test results as soon as possible.
9. Analyze test results very carefully. Results are measured by the "net" dollar return per thousand pieces mailed. This figure should take into account **all** your cost factors, including mailing costs, product and fulfillment costs, overhead, etc. In analyzing test results you must know two things: How much can I sell, and how much will the product cost? Knowing these two facts, you can then begin to estimate the gross profit potential of your NPGS. Weigh the risk (capital required) versus the gain (profit potential). With accurate test results in hand, you can now make one of four decisions: (1) scrap the project; (2) rollout with the project; (3) further test the project; (4) delay until some future date.

Before you go out with a test, you'll have to first assign it a key. This is simply a code used to identify the source of your advertising returns. For a direct mail test you may wish to color code your envelopes. A larger business may require an alphabetic or numerical code. Space ads are commonly coded with department numbers. It makes no difference which key you use. Just so you have some means of identification.

How to Project Response

Using the information gathered in the Advertising Returns Sheets (Forms 208 and 210 in Book II, Chapter 2), you can calculate the expected percent of total orders received at any particular time.

Referring to the sample Space Ad Return Form (Figure 25), you can see that the Folk Medicine promotion ran ROP in the Austin, Texas newspaper on 10/7/75. That paper has a circulation of 101,755.

The following information is shown by column:

- Column 1: the number of days since the ad ran.
- Column 2: the current date.
- Column 3: the number of orders received on a particular date.
- Column 4: the total accumulated orders received.
- Column 5: the projected percentage or rate of response.
- Column 6: the total number of projected orders.
- Column 7: the percent of total mail received for that day.

Now you can see that on 12/5/75, 60 days after the ad ran, we received a total of 255 orders or 100%. By dividing the total orders received into the number of orders received each day, we can develop an expected accumulative percent as shown in Column 7.

For example: on day 4 we received 15% ($38 \div 255$) of the total orders we ultimately received. This rough table could be used until a larger number of individual returns could be averaged to achieve a higher degree of reliability.

By categorizing your advertising returns by type of media, geographic location of your market, and type of offer, you can develop a projection table like the example in Figure 26.

SPACE AD RETURNS EXAMPLE

Promotion: Folk Medicine Code 12-218
 Media: Austin, Texas Version: 12-17-5 8.95
 On Sale Date: 10/7/25 Circulation: 101,755
ROP FE. P.

Net Promo Cost: \$1,405.16 Cost/M (Net): 13.80
 Breakeven Orders: 1,0016 Gross Profit: 6.50
 Tear Sheet Information: _____

DAY	DATE	NUM	TOT	PROJ. PCT.	PROJ. ORD.	PCT.	DAY	DATE	NUM	TOT	PROJ. PCT.	PROJ. ORD.	PCT.
1	10-7			.0015	153		41	16	-				
2	8						42	17	1	252			
3	9	1	1				43	18	1	253			
4	10	37	38	.0037	380	.15	44	19	-				
5	11	-					45	20	-				
6	12	-					46	21	1	254	.0026	273	
7	13	117	155			.61	47	22	-				
8	14	19	174				48	23	-				
9	15	3	177				49	24	-				
10	16	11	188				50	25	-				
11	17	6	194	.0031	318	.76	51	26	-				
12	18	-					52	27	-		.0026	270	
13	19	-					53	28	-				
14	20	23	217				54	29	-				
15	21	2	219				55	30	-				
16	22	-					56	1	-				
17	23	4	223				57	2	-				
18	24	5	228	.0029	300		58	3	-				
19	25	-					59	4	-				
20	26	-					60	5	1	255			
21	27	8	236				61						
22	28	3	239				62						
23	29	1	240				63						
24	30	1	241				64						
25	31	3	244				65						
26	11/1	-					66						
27	2	-					67						
28	3	3	247				68						
29	4	2	249				69						
30	5	-					70						
31	6	-					71						
32	7	-		.0027	280		72						
33	8	-					73						
34	9	-					74						
35	10	1	250				75						
36	11	-					76						
37	12	-					77						
38	13	-					78						
39	14	1	251	.0026	273		79						
40	15						80						

ROP GEOGRAPHICAL PROJECTION TABLE

Days	East	Mid-East	Mid-West	West	South	Ohio
1						.03
2						.29
3	.02	.03	.02	.02	.15	.48
4	.25	.27	.20	.10	.18	.58
5	.44	.39	.37	.28		.65
6	.55	.49	.44	.39		
7					.58	
8					.62	
9	.68		.56	.57	.70	.74
10	.69	.63	.57	.60	.72	.77
11	.74	.65	.60	.61		.79
12	.77	.70	.63	.66		.81
13	.79	.74	.68	.69	.78	.82
14					.79	
15					.80	
16	.82	.79		.74	.81	.88
17	.82	.80	.75	.75	.82	.88
18	.84	.83	.76	.76		.89
19	.85	.84	.77	.78		.91
20	.86	.85	.78	.79	.84	.91
21					.85	
22						.92
23		.86	.82			
24		.87		.81		

This table is based on many results of ROP newspaper ads. Now, return to our sample Space Ad Return Sheet. Let's pretend that today is October 10th, only 4 days after running our Folk Medicine Ad. Is the ad a winner? To find out, do the following:

1. Look up the expected return percent on the projection table in Figure 26 for day 4 for West (Texas). You will find 10% under the column WEST for day 4.
2. Divide total orders received, which is shown in Column 4 of the Advertising Returns, by 10%. $38 \div .10 = 380$
3. Based on a very early response, you can expect to receive 380 orders.
4. Calculate the projected percentage or response rate by dividing total projected orders by the newspaper circulation. $380 \div 101,755 = .0037$

This means that early projection shows that 3.7 people per 1000 circulation will order the advertised book.

In analyzing test returns, you do not have a high degree of certainty in the projection until you reach "double day" — the day you have received 50% of your orders. Therefore, on 10/14 you should have a solid test result for one test city on which to base future decisions. On 10/14, day 8, the projection table shows 51% and the total orders received are 174. Therefore, your projection looks like this:

$$174 \div .51 = 341 \text{ projected orders}$$

$$341 \div 101,755 = .0033$$

If this test city is representative of the entire universe of cities to be run, then you have determined a valuable piece of information 8 days after the ad has run.

Before discussing the profit potential and the rest of the analysis process, I shall review one other projection method that must be used.

On the next page you see a Projection Table for Various Types of Media, Figure 27. Notice the difference in the speed with which you can obtain reliable test results (50% day):

Information Extracted From Projection Tables (Figures 26 & 27)

Media	Number of days to reach 50%
ROP	4
Comics	6
Sunday Supplements	8
First Class Direct Mail	13
Enquirer	15
Bulk Direct Mail	20
Midnight	26
Magazines	30

Keep these numbers in mind when you select a test media. Obviously ROP is the best media since you can run an ad two weeks from the time you order it and know the results in less than a week.

Projecting any media is done exactly as mentioned in the ROP space example for the Folk Medicine Ad in Austin, Texas.

Multiple Drop

One additional problem occurs in the case of direct mail if all of your promotional letters are not dropped on the same day. Usually this happens in a large rollout but ordinarily does not happen in the test stage. This problem can be overcome by using this multiple drop formula that I personally derived.

EXAMPLE: On a customer mailing the mailings/drops were 4/15 — 10000, 4/22 — 5000. What is the projected percent? The orders to date are 1000. The date is now 5/5. Use 1st class mail.

In column A enter the date and number of letters mailed.

In column B calculate the day returns are in. If today is 5/4 and our first drop was on 4/15, then 20 days have gone by since we mailed the first 10000 letters. Enter 20 in column B.

Enter in column C the % of returns that should be in for day 20 and day 13. This information is found in the projection table in Figure 27.

Enter in column D the product of multiplying column A by C.

Calculate E by adding all products in column D.

	A	B	C	D
4/15	10000	20	.77	7700
4/22	5000	13	.52	2600
			E =	10300

$$\text{Projected \%} = \frac{1000}{10300}$$

$$= .097$$

The projection system works very well and is the pulse beat of the mail order business. These projections are based on accurate records coming from your mail room on the Daily Incoming Mail Record. During the posting process, the advertising returns sheets are updated. Totally accurate and daily updating is an absolute necessity.

Figure 27

DAYS	FIRST CLASS MAIL	BULK MAIL with STAMPS	NEWSPAPER SUNDAY SUPPLEMENT	NAT. ENQUIRER	MIDNIGHT	COMICS	MO. MAG.
1							.01
2							.01
3			.026			.04	.01
4			.145	.003		.24	.02
5	.02		.30	.018		.42	
6	.07		.44	.04	.009	.53	
7	.22	.0065					.05
8	.32	.0095					
9		.03	.61	.13	.03	.63	.06
10		.06	.64	.23	.04	.71	.07
11	.41	.08	.67	.29	.09	.73	.08
12	.45	.14	.71	.34	.07	.76	
13	.52	.17	.74	.41	.08	.79	
14	.55	.22					.13
15	.59	.26					.14
16		.31	.73	.53	.13	.82	.15
17		.34	.79	.57	.15	.83	.18
18	.71	.42	.81	.59	.20	.84	.22
19	.72	.47	.82	.61	.23	.86	
20	.77	.50	.83	.64	.27	.87	
21	.79	.55					.29
22	.80	.58					.32
23		.61	.85	.69	.37	.88	.34
24		.65	.86	.69	.39	.89	.37
25	.84	.66	.86	.69	.43	.89	.40
26	.85	.69	.87	.70	.49	.90	
27	.86	.70	.88	.71	.53	.90	
28	.87	.71					.45
29	.87	.73					.46
30		.73	.88	.75	.63	.91	.48
31		.76	.89	.75	.65	.91	.51
32	.88	.77	.89	.76	.65	.92	.53
33	.88	.80	.90	.77	.69	.92	
34	.88	.81	.91	.78	.72	.92	
35	.88	.82					.56
36	.89	.83					.57
37		.84	.92	.82	.76	.93	.59
38		.84	.92	.83	.77	.93	.61
39	.90	.82	.92	.84	.78	.93	.62
40	.90	.82	.92	.84	.80	.94	
41	.90	.82	.92	.85	.80	.94	
42	.90	.82					.65
43	.91	.83					.65
44		.84	.93	.87	.83	.94	.66
45		.85	.93	.87	.83	.94	.68
46	.92	.85	.93	.88	.84	.94	.69
47	.92	.87	.93	.88	.85	.95	.70
48	.92	.87	.93	.89	.86	.95	.70
49	.92	.87					.71
50	.92	.87	.94	.90	.88	.95	.71
51		.87					.72
52		.88					.72
53		.88					.72
54		.90					.73
55		.92					.74
56		.92					.75
57		.92					.75
58		.92					.76
59		.94					.77
60	.97	.94	.95	.93	.91	.97	.77
70	.97		.96	.95	.93	.97	.81
80	.98		.97	.96	.95	.98	.85
90	.99		.97	.96	.96	.98	.86
100	.99		.97	.97	.97	.98	.88
110	.995		.98	.97	.98	.98	.90
120			.98	.98	.98	.99	.91
130			.98	.98	.98	.99	.92
140			.98	.99	.99	.99	.92
150			.99	.99	.99	.99	.93
160			.99	.99	.99	.99	.94
170			.99	.99	.99	.99	.94
180			.99	.99	.99	.99	.95
190			.995	.995	.995	.995	.95
200							.96
250							.97
300							.98
360							.99

Calculating Break Even

In order to calculate break even and ultimately, profit potential, you must know your fulfillment cost. The sample cost breakdown in Figure 28 for the Folk Medicine book shows a fulfillment cost of \$2.45.

Keep in mind that this cost DOES NOT include advertising costs or overhead costs. From our advertising sheet for the ad which ran in Austin, Texas, we find the cost to run the ad to be \$1405 or \$.0138 per unit of circulation.

Advertising Cost/Unit	=	.0138
Advertising Cost	=	\$1405
Circulation	=	101,755
$1405 \div 101755$	=	.0138

If the book sells for \$8.95 and our fulfillment cost is \$2.45, then the gross profit is \$6.50. The break even formula is as follows:

$$\text{Breakeven Percentage} = \frac{\text{Advertising cost/unit of readership}}{\text{Selling Price - Fulfillment Cost}}$$

$$B/E = \frac{.01380}{8.95 - 2.45}$$

$$B/E = \frac{.01380}{6.50}$$

$$B/E = .0021$$

Therefore, you can see that the promotion is profitable since our test pulled .0033 and breakeven is .0021. These percentages must then be converted to dollars to evaluate the gross profit potential of the promotion.

Calculating Profit Potential

We now know that **IF** our ad pulls an average of 3.3 orders per thousand of circulation and **IF** our fulfillment costs stay at \$2.45 and our advertising stays at 13.80 per thousand, then we will make a gross profit. From this profit, we must deduct overhead costs to arrive at Net Profit before tax.

Assuming we know that on the first, or virgin run, we can advertise in ROP newspapers whose cost average is \$13.80/M and cover a circulation of 40 million, we can estimate the profit for the virgin run as follows:

$$\begin{aligned} \text{Gross Profit/} \\ \text{Unit of circulation} &= \text{Response \%} \times \text{Gross Profit -} \\ &\quad \text{Advertising Costs} \\ &= .0033 \times 6.50 - .0138 \\ &= .0077 \\ .0077 \times 40,000,000 &= \$308,000 \end{aligned}$$

The market has just been estimated to produce \$308,000 gross profit. Assume the following:

Gross Profit	=	\$308,000
Overhead/ Month	=	\$20,000
Project Time	=	3 Months
Net Profit	=	\$248,000 (Gross Profit - 3 months overhead)

Overhead includes all of your insurance, rent, telephone, salaries, equipment, maintenance, etc. Be sure you know these costs and include them in your evaluation.

Estimating Risk

We now know that our potential net profit is \$248,000. What must we risk to earn this profit? The two costs that must be committed to up front are: (1) advertising, and (2) the printing of the book (because it is a long lead time item). The advertising cost is calculated by multiplying the circulation of 40 million by \$13.80 per thousand. This equals \$552,000. The books required are 40MM x .0033 = 132,000 x \$1.00/book. Therefore, we must risk \$684,000 to make a net profit of \$248,000 — or a return on investment of 36%.

Of course, there are ways to reduce the capital requirements. You can order fewer books at one time and spread your advertising over a longer period of time. Remember this: the longer time you spread the project the greater the overhead cost and the greater risk you face of having your product ripped off by a competitor. If you spread the project over 6 months by ordering smaller quantities of books and turning over your advertising dollars, then the numbers might look like this:

Advertising	\$200,000
Book	25,000
	<hr/>
	\$225,000

Invested up front

$$\text{Profit } 248,000 - (3) \text{ additional months' overhead} = \$188,000 \text{ profit}$$

$$188,225 = 84\% \text{ return on investment}$$

This looks like a better alternative, but suppose the economy turns bad and people stop buying. The further you are in rollout from the period you tested, the less valid are your test results. Our philosophy is to make a decision quickly and rollout as fast as possible.

Figure 28

PRODUCT R
FOLK MEDICINE

	<u>FULFILLMENT COST</u>
Credit Card	\$ -0-
Bank Charges and Bad Checks	.02
Mail Room	.04
Dispatch	.015
Address - Stamp	.025
Postage	.18
Stuff - Seal (100/hr. @ \$2.25)	.022
Book	1.06
Envelope	.06
Pamphlet	.045
Refund	.02
White Mail	.04
Royalty - Meredith	.42
Production Overhead	.044
Thank You Letter	.011
Royalty - HRW	.03
Royalty - Copywriter	.42
TOTAL FULFILLMENT COST	<u>\$2.45</u>

Here is my method to determine net profit. It is my own mathematical derivation. By algebraically reducing all the cumbersome, standard formulas for determining profit and came up with this unique, simple formula.

Net Profit Formula

$$NP = M(PP - S) - FT$$

WHERE: $M(PP - S)$ means M times $(PP - S)$, PP means P times P and FT means F times T.

and

NP = NET PROFIT IN DOLLARS

M = Size of Media in units. (Example: If a mailing list has 100,000 people, M would be 100,000. If the circulation of a publication is 2,000,000, M would be 2,000,000.)

P(First) = PROFIT - GROSS PROFIT in dollars which is defined by the selling price minus the total direct cost that it takes to get the product to the customer including anticipated refunds. If you sell an item for \$10.00 and it costs you \$3.00 to get it to the customer, your profit or P (First) is \$7.00.

P(Second) = Pull. Pull here is expressed in decimals. (Example: If you mail a solicitation to 100,000 people and get 10,000 orders, the Pull or P (Second) is .10. If you run a solicitation in a publication whose circulation is 2,000,000 and you get 8,000 orders, the Pull or P (Second) is .004.

S = SOLICITATION UNIT COST in whole numbers and decimals. This means the total cost it takes to get your solicitation (letter, space ad, T.V. ad, etc.) to the customer — including list rental fees, etc. In direct mail, if it costs you .25 to mail each letter to a customer, SOLICITATION UNIT COST or S is .25. If a newspaper charges you \$12.00 per thousand to run your ad, you divide \$12.00 by 1000 and your SOLICITATION UNIT COST or S is .012.

F = FIXED OVERHEAD PER MONTH in dollars. Fixed overhead is that overhead that will always be there no matter what volume of business you do. It is all the extra cost that does not fall under the direct costs. If your full time help payroll, rents, utilities, etc. equal \$10,000 per month, FIXED OVERHEAD PER MONTH or F is \$10,000.

T = TIME OF N.P.G.S. PROJECT in months. This is the total time it will take from conception of a NPGS idea to the time it takes to get the vast majority of sales in the door and the vast majority of orders fulfilled. If the time from idea conception to the vast majority of orders being fulfilled is 6 months, TIME OF NPGS PROJECT or T is 6.

EXAMPLE:

If you decided to sell a \$10.00 book on how to make a birdhouse to a total list of 200,000 people who love birds. Your costs are: \$.25 to get the solicitation to each person on the list (including \$.03 for list rental), the book costs \$3.00 to get to the customer — total (your gross profit is \$10.00 - \$3.00 or \$7.00), and your monthly overhead is \$25,000 per month. You expect a pull of .10 and the project will take 3 months. The NET PROFIT FORMULA IS:

$$NP = M(PP - S) - FT$$

Substituting in the numbers, we have:

$$\begin{aligned} NP &= 200,000 [(\$7.00) (.10) - (\$.25)] - (\$25,000) (3) \\ &= 200,000 [\$.70 - \$.25] - \$75,000 \\ &= \$100,000 - \$75,000 \\ &= \$25,000 \end{aligned}$$

Therefore NET PROFIT = \$25,000

Now the heart of this formula is $(PP - S)$ and it's stated in this mathematically unorthodox manner so it will be easy to remember. (Usually mathematical formulas don't call two factors by the same name such as the two P's.)

But, $(PP - S)$ is mainly what you're concerned with when you talk about the feasibility of an N.P.G.S. project. This little formula tells you how much you're going to make per each media unit. It also tells you if you are going to lose money.

For example, if you're sitting around a negotiating table and someone tells you they have a 50,000 list that will pull .20 to your product (which has a gross profit of \$20.00) and your solicitation which has a unit cost of \$.30, you can quickly figure how good of a deal it is. In your head you can substitute numbers for the $(PP - S)$ formula which comes to P times P is (20.00) times $(.20)$ which is \$4.00, then subtract this \$4.00 from your S which is \$.30 and you have \$3.70. That means for every person on that list you will make \$3.70. In your head, you then take the \$3.70 times the list size of 50,000 and you know that the whole deal can produce \$185,000 before fixed overhead costs. Then when you know how long the whole project will take and subtract the fixed overhead, you will then have an estimate of the net profit.

You can also quickly tell a deal that will lose money. If someone tells you he has a list of 100,000 that will pull .01 to your product (gross profit again \$20.00) and your solicitation (again \$.30) you again quickly use the formula of $(PP - S)$ in which PP is (20.00) times $(.01)$ which equals \$.20. Now your solicitation cost is .30 which subtracted from .20 is -.10. In other words, for every person you mail on this man's \$100,000, you will lose \$.10. This is a total loss of \$10,000 plus your fixed overhead costs. It all comes down to this easy-to-remember rule of thumb saying, which is why I defined the formula in this manner:

IF YOUR PP IS NOT BIGGER THAN YOUR S, YOU'RE IN BIG TROUBLE.

Summary

The foregoing makes the analysis of test results look like a very exact process. It is not. Things are constantly changing; cost overruns occur; response varies depending on external circumstances; your test data may not be representative. Further, it takes a lot of conviction in your methodology to commit to large sums of money based on test results. There never really ever seems to be enough information. If you wait until you have covered all facets in great detail and are absolutely sure of all variables it will take you months instead of weeks to move on your NPGS. Few small companies can afford that kind of overhead. Also, you will find that if you take too much time in the testing stage, either the market is gone because of external reasons or a competitor has filled the void. Use the formulas and apply a lot of business judgment to make your decisions.

Based on our example, I would decide to further test the NPGS. I would select several test markets and several price tests. If these tests brought positive results, I would then rollout with the NPGS.

CHAPTER 4.

Step 4— SECURE A FUNCTIONING MANAGEMENT — MONEY — MEN — MACHINE — MATERIAL SUBSYSTEM

In the previous chapter, the 3M's—MARKET—MEDIA—MESSAGE—were discussed in detail so let's assume we have a functioning first 3 M's. Let's now go to securing the remaining 5 M's, the critical components of a successful business. These are: Management, Men, Money, Machines, and Materials.

A. Management

In standard business books, the first M, management, is actually called *manager*, which is erroneous. It should be as stated here, *management*, not *manager*. You need both a manager and a system for management to manage a business. This management system should contain these key elements: a project initiation system, a project follow-up system, a monitoring system, data gathering system, and a data reporting system. In order to manage a business properly, you must initiate, follow-up, monitor, and above all, *know thy status* on project progress, cost and money.

Once the management system is established, the owner must locate a suitable manager to interact between himself and the business. Selecting the right manager is important in providing stability to the business. A small business faces a myriad of problems. These problems are so complex that there is no place for internal bickering and political intrigue. This type of nonsense is counter-productive to earning a profit. To cultivate a feeling of openness, facilitate a willingness to accept responsibility, and encourage a results mentality, there must be mutual trust on the part of the owner and manager. If the employees see mistrust at this level, it will be exploited to the disadvantage of the business.

Therefore, the manager selected should be a person that you have known for a few years, one whom you know possesses good character, good judgment, average intellect, is self-starting, and ambitious. He should not be overambitious, because you will always wonder if your manager is about to work for a competitor or start his own business. In short, he is a man that you can get along with and one that complements you rather than being your competitor. If the organization perceives this trust, they know that they will be dealt with fairly. This then instills in them the willingness to accept responsibility and to get the job done. This business stability manifests itself in a low employee turnover rate, thus eliminating wasteful business disruption.

B. Men

To carry out the goals of management, employees are needed. We have been successful to date by hiring only people that we know, people who possess a good character and a strong work ethic. The group of employees that we have acquired do not rank very high in education level nor business experience, yet I would rate them as the most results oriented, loyal group of people that I have ever seen. They have performed tasks that many large corporations could not have achieved. They are like the bumblebee. Aerodynamically speaking, this bumblebee cannot fly but he doesn't know it. Therefore, he continues to fly. Because of our people's

willingness to work, they are able to accomplish things that most people think are impossible. They do not know they cannot fly!

Our manpower resources are only used for project initiation, follow-up, monitoring, data gathering, and data reporting. We avoid using our manpower and management on repetitive clerical production items. Where it is practical and feasible to farm out production type work, we do so unhesitatingly.

C. Money

One of the most common business rules, "Always use someone else's money if you can", is not totally subscribed to by our company. Since our type of business has virtually no receivables because it is a cash-up-front type business, we generally pay our suppliers on a cash basis. Instead of taking our customers' money and investing it, thus delaying payment to our suppliers for 30 days or more, we use cash payment upon delivery as a method for getting quick service. When it comes to providing up-front capital, we are absolute misers. We will not front venture capital unless we are given the lion's share of the profit.

One of the best sources of capital is the advertising agency with whom you deal or the individual newspapers. When newspapers give 30 days credit, you essentially have been given the time to receive 80% of your orders by the time the advertising bill is due. Be absolutely certain that you always pay your advertising bill on time. Do nothing to jeopardize this capital source. Always handle the complaints quickly and efficiently. If you do these two things, you will have a good relationship with the most important credit source you can develop.

Banks are not a good source of capital for our type of business. They primarily like to lend money on tangible item such as buildings, equipment, etc. Unless you run into a maverick banker, you will almost certainly never receive a bank loan on the most promising of promotions.

A technique that we have used successfully in the past is to find a businessman who has excess capital and who understands our type of business. We have borrowed money at the rate of 6% per month in order to obtain promotional money in situations where we wanted to capture the market very quickly. Although our accountants moan and groan at the exorbitant rate, we feel that this amount is a small price to pay compared to the profit that we made.

D. Machines

We avoid expensive machines wherever possible. Since the inception of the company, we have been a heavy computer user. We have been tempted many times to purchase our own in-house computer and keypunch facility. Machines need attention. Because they are expensive, you must be certain that they are being fully utilized at all times. This means that you must then spend management time to properly schedule the machines. Sometimes you must go to other companies looking for additional work when your load is light. Because the direct response business is highly cyclical with very great peaks and very deep valleys, you can never really gear up to handle the workload. Rather than purchasing equipment, we subcontract the work so as to eliminate the need for our own equipment.

One exception to this rule is in the area of graphics. Because of the fast and quick pace in testing our NPGS's, we feel it is necessary to purchase our own typesetting and printing equipment. Our typesetting equipment is fully utilized; however, this is not the case for our printing equipment. We never use our printing equipment for rollout situations. There are many commercial printers who relish the thought of large production runs. The thing that they hate are the very short runs that you needed yesterday. These are the type of jobs that we do—namely, the print job that the printer feels is too small to handle or too complex to bother with.

E. Materials

In our search for suppliers, our primary emphasis is on service, delivery, quality, and price, in that order. Our philosophy has been to cultivate several key suppliers with whom we do most of our business and in whom we place a great deal of trust. In cases where we are dealing with new people we always keep backup suppliers available to us. In other words, we split the business for our materials so that we do not become overly dependent on a particular source of supply. Once a supplier has proven himself to be the type of supplier that can be depended on, we begin shifting more and more business to him.

We do not subscribe to the usual policy that buying in quantity is best. When we can avoid building inventory, we do so. I would much rather place two orders for 50,000 of a particular unit as opposed to one order for 100,000 level. Unless I actually have orders in hand or I know absolutely that I can use the material, I usually bypass the temptation to save some dollars by overbuying. Also, in order to take advantage of these discounts, you must store at your location. Storing takes up space and space costs you money. If you store items of value, they require your people's time to manage the inventory.

Because we place so much emphasis on a few key suppliers, they also serve as an extension of our project management team. Because they know that they are going to get a large percent of the business, they are willing to do tasks over and beyond what normally is expected of them. Quite often we deal with the owner of the business or individuals who have entrepreneur aspirations. Because the people know that we are service oriented, they do everything they can to expedite our orders and to correct problems that are causing delays.

F. Subcontracting Philosophy

As you may have surmised, we strive to keep a minimum investment of the 5 M's available at any one time. As far as we are concerned, an abundance of these items adds up to heavy overhead. Overhead is the good guy that can kill you. There are many arguments for having employees on hand to do the job in-house or to buy that machine that can save so much labor or to get that good buy on materials; but what it all boils down to is an increased investment in overhead. Do not skimp on your investment in promotional ideas, but jealously guard every dollar that goes into overhead type items.

To illustrate our philosophy, I'd like to describe the types of activities that we performed in-house during the early years of the company. In order to process the large volume of incoming mail, we used to maintain our own mail room which required as

many as 20 to 30 people. We also had keypunch machines and a group of about 15 keypunch operators. We had a group of 100 to 200 part-time home workers who did handwriting and stuffing operations for our direct mail promotions. We did all of our rollout promotional printing and were considering the purchase of a dark room, a computer, and a video tape facility to be used in preparing television commercials. In order to staff and manage this large number of resources, we had to depend more and more on people we did not personally know—people who did not have the personal interest in our business. We soon began considering such things as putting in a time clock and setting up elaborate personnel systems. We also found that the many bureaucratic agencies of the government began imposing more and more of their rules on our ever-increasing, larger organization. We found that our limited management time was being spent on non-productive tasks. We began resembling the very large, slow moving corporations that we were attempting to get away from. We soon realized that management was our most valuable asset. We began a two-year campaign to subcontract as much as we possibly could. All of the production functions that we previously did ourselves have been subcontracted to reliable suppliers. In some cases we found that we could not subcontract our vital functions to large organizations who specialized in this area. Instead, we located people who were willing to start their own business. We guaranteed them a certain amount of our work. We were thus able to develop suppliers that are very responsive to our needs and who provide service at a reasonable price.

We enter into contracts whereby a particular service is performed for us on a fixed price per unit basis. We are thus able to minimize cost overruns and make our profit projections a lot earlier. We were able to eliminate a fairly large cost accounting staff whose main function was to gather and compile cost information to arrive at a per-piece price.

The key to this whole subcontracting system is to have an adequate and thorough quality control system. We follow a very simple rule: We do not pay until you deliver. We do not pay unless it is done correctly. If it is done incorrectly, you redo it and deliver at the agreed price. It is true that we probably pay more per piece to a subcontractor than the price for which we could do it ourselves, but the drain on the management talent is so severe that this disadvantage is outweighed. If we ever reach the point in the future where we have repeat sale type products which can guarantee a certain minimum level of activity year in and year out, we may consider doing some of the subcontracted tasks in house. As long as our prime consideration is product development and promotion, our emphasis must be placed on the ability of our organization to move quickly. Our philosophy is that you move the quickest and most efficiently when you are small. Big translates to complex. Complex translates to slow and unprofitable.

CHAPTER 5.

Step 5—START DOING SOMETHING. FORCE THINGS TO HAPPEN QUICKLY BY PRIORITIZING, INITIATING, AND FOLLOWING UP KEY ACTIVITIES.

If you were to talk to our suppliers, you would receive one universal comment from them, "PCA is a demanding organization to do business with—they expect everything to be done yesterday but they pay their bills faster than everyone so they get the service they demand."

Once you have developed your NPGS, your main concern is to do something quickly. Since there are very few rules or absolutes, it is far better to do something quickly than to do nothing for a long period of time. By forcing things to happen quickly, you find the correct answer sooner or you immediately find out you are wrong. Either way, you have effectively contributed to your body of knowledge, which is necessary to make profitable things happen. The sooner you discard worthless NPGS and work on profitable NPGS, the better off you are. My methodology for prioritizing, initiating, and following up key activities is embodied in the Project System and the Status System.

A. Project System

As soon as a project or promotional idea is thought of, we immediately make out a Project Sheet. See Form #200 in Book II, Chapter 2. A brief description of the idea is jotted down on the project sheet and turned over to the secretary for classification. Projects are classified by a three position code which identifies a product, the media, and a sequential number. The first position is an alphabetic product letter code. If the idea pertains to an existing product, a previously established product code is assigned. The product code "Y" is assigned to all new ideas that are to be tested.

The second two positions are assigned a numeric code, which identifies the type of media to be used as follows:

1. Space
2. Direct mail—astrology customers
3. Direct mail—luxury list
4. Direct mail—rented list
5. Direct mail—other customer lists
6. Television
7. Radio
8. Multi-media
9. Direct mail—piggy back
10. Direct mail—co-ops
11. Publication inserts
12. Retail inserts
13. Retail—direct mail
14. Retail sales
15. Premiums
16. General—product development

The third position is simply the next consecutive number that

is available. The project sheet is then filed in a three ring loose leaf notebook in product and media sequence.

Before initiating a new project from the large number of available future projects, a project priority system is used. Form #201 in Book II, Chapter 2. Utilizing a rating system from 0 to 10 for several significant items, a score is calculated; each project is ranked from the highest to the lowest. The items considered are:

1. Media time required. If the promotion requires the use of ROP advertising, the usual lead time to get into that media is only about two weeks. However, if a promotion requires a magazine media, you may wait as long as 12 weeks. On a scale of 1 to 10, I would rate the ROP media about a 9, and the magazine media about a 2.
2. Odds for a successful promotion. This requires some marketing experience to be expert at this area. However, in many cases, a neophyte's guess is as good as that of an experienced marketer. Based on your own feeling as to the odds of success, you would rate point values from 1 to 10 (0 = poor and 10 = excellent).
3. Product completion status. A product that is complete and ready to go without further product development would be given a 10. A product which you must develop would receive only a 0.
4. Capital requirements. If the project requires very large capital requirements, it would be assigned a value of 10. If it required very large amounts of capital, it would be assigned a 0.
5. Amount of profit generated. Assign 1 point for each \$100,000 of profit.
6. Back-end potential. A product to which you could make many mailings would have a high back-end potential and therefore, would be given a 10 rating.
7. Sales Promotion Completion Status. If the promotion is complete or about to be completed, it would be rated a 10.

After assigning the point values to these 7 factors, the scores are calculated. Those projects with the largest number of points would thus be given a higher priority than those with a low number of points. Based on the availability of manpower within your organization, you then can decide how many of the highest priority projects can be worked on at one time. After you have made this selection, you are then ready to initiate projects based on some rational decision making process.

Always bear in mind that project work is expensive. You will soon find out that you will have many more ideas than what you can possibly work on, so be very selective for what you choose to spend your money. Consider this fact: it usually requires 6 projects to finally come up with one successful one. You must weed out the 6 losers as quickly and as inexpensively as possible to find the one project that will produce a profit for you.

The projects that have been selected are removed from the future category and placed into either the active or immediate active category. If the project requires copy-writing skills or research, it is put into the active category and assigned to a copy-writer or researcher. When the copy-writer has completed the promotion, the project is moved into the immediate-active

category. At this point, the entire organization is assigned responsibilities to complete their portion of the project. To help control several simultaneous activities, a work packet moves throughout the entire organization to keep everyone who is involved with the project advised on its status. (See Production Control Form, Form #202 in Book II, Chapter 2).

B. Status System

In order to move things along very quickly, a status system and follow-up system is needed for the projects that have been declared immediately active.

As you look at the Project Sheet in Book II, Chapter 2, you will notice a large variety of activities plus a responsibility line and a completion line. Tasks are assigned to individuals with selected completion dates. Weekly status meetings and sometimes daily status meetings are held with the key staff to review the progress or lack of progress on each of the projects in priority sequence. Figure 29 shows a sample status meeting report. As delays crop up due to unforeseen problems, the priority of the project will change in relation to other projects on the list. If during the course of the project, we have reason to believe that the project will indeed be successful, then an all out effort is placed on that project so that we can quickly bring the product and promotion to market. When this occurs, a planning network is developed which places tasks in logical order. (See PCA Flag Promotion Network, Figure 30).

One of the most important status tools constantly used in the business is the Friday Report. This report shows the status of money, work in process, forecast of future orders to come, and status of all customer lists. This report is prepared once a week and the information contained is the most current information reflected in the Friday Report is on a "cash basis" as opposed to the "accrual basis" used for normal accounting reports. It provides immediate, accurate, and current information on which business decisions can be based. Looking at the Sample Friday Report (Form #216A-D on the following pages) you will see that the report codes assets as positives; therefore, its numbered items are P-1 through P-19. Some of the positive items are money in the bank, prepaid fulfillment, prepaid advertising, inventory, etc. It also lists the liabilities as N for negatives, which are listed as N-1 through N-12. These essentially are the amounts of R-1 through R-5, which are report type items. R-1 records the sales as they are made on a weekly basis. R-2 records the on order net worth. This report item includes all of the obligations of the company that we have committed to but do not necessarily owe at this time. R-3 is a one-year projected net worth number. This number is the same as R-2, with the exception that one year of overhead is included in the negatives, and thus is an indicator of future cash position. R-4 shows the net worth in the more traditional sense, as the accountants would calculate it. R-5 is a cash flow balance. This number is an indicator of excess capital at the time of the report. It excludes from the positive side all investments and fixed assets which are not readily converted to cash.

The bottom 2/3's of the first page lists all accounts payable. It shows those that are currently due and those which are on order. This information is compiled by reviewing the invoices on hand and the purchase orders that have been written for items not yet received or not yet invoiced.

The second page of the Friday Report (Form #216B) has a detailed listing of all accounts receivable, a detailing of prepaid expenses, notes and loans payable, and unpaid taxes. Also, the status of all our customer lists are detailed. This status shows the total number of customers the product was originally sold to, and finally the amount actually on the computer file after updating.

The third page of the Friday Report (Form #216C) indicates projected profits of in-process promotions. On a weekly basis, each space advertisement or direct mail promotion is analyzed. By comparing our projection of total orders to be received to the orders actually received to date, we are able to calculate orders to come. By multiplying the orders to come by a predetermined net profit which is based on product cost information, we are able to determine projected net profits. The status as to whether the promotion is paid for or yet to be paid is noted. Not only is this information important in projecting future financial status, it also is used as a source for ordering inventory. By identifying orders to come for in-process promotions as well as forecasting orders to come for promotions not yet running, we are able to arrive at a forecast so that materials can be ordered and placed in inventory for fast and efficient fulfillment.

The next section of the Friday Report identifies the work-in-process. (Form #216D). Each on going product is analyzed to determine the major processing steps and the amount of cost it takes to get the product from that step to completion point. For instance, if you were marketing a book, the key process steps may look like this.

Step	Description	Cost to Complete
R-1	Orders with money removed	\$1.42
R-2	Orders keypunched with label	1.38
R-3	Insert envelope & affix postage	1.03
R-4	Mail	0

The physical inventory is then taken to determine the number of units at a particular stage of completion. This is multiplied by the predetermined fulfillment cost-to-complete. The figures are then added up and a total number of dollars required to complete your fulfillment responsibility is calculated.

Not only is this used for calculating the total cost of fulfillment due but it also is used to determine the amount of resources that may be required to move your fulfillment along quickly. If, for instance, you see a large build-up at any particular process step, you are able to take immediate action by either assigning more manpower to that activity or possibly straightening the matter out with a supplier who may be delaying a critical item. With the overall financial status firmly implanted in your mind, you know exactly where you are each week so that when necessary, corrective action may be taken. This corrective action may mean hiring more people, laying people off, investing excess capital, or possibly borrowing capital if required. It may mean increasing the advertising budget, or possibly increasing the product research budget.

Because mail order is a highly volatile business and conditions change quite rapidly, you must have a tool available to you that tells you exactly where you are at all times. As a side note, the Report is known as The Friday Report because status

was counted on Friday morning, and the report was produced on Friday. However, since those earlier days, the company has grown to such an extent that the Friday Report is cut off on Friday but is usually not completed until Wednesday of the following week. Regardless of this delay of three days, it is an accurate reflection of status *now*. It differs dramatically from traditional accounting reports which are basically historical documents showing status as of 5 to 8 weeks ago.

STATUS MEETING 11-28-77

ACTIVE PROJECTS

J-1-136	Bio Fulfillment	Fong
	1. First copies due 12-9	
	2. Receiving phone calls in back room 12-12	Sirgo
	3. Locate doctor	Jim
J-1-1	Bio Health ad changes	
	1. Mail/phone	Betty
	2. Changes include: Change R to TM, take Am. Exp. out, add Ohio phone, add money back guarantee, add white mail No.	
	3. Clearance for Hunza pics	
Y-1-67	Dream Book	
	1. Make copy changes to ad	Betty
	2. Place 2mm circ. 12-19	Shirley
	3. Place 2½mm circ. 12-26	Shirley
	4. Place 3½mm circ. 1-3	Shirley
	5. Typeset	Betty
	6. Print	Fong
	7. Find Mkt/writer	Jim
TJ-1-2	Bio 75% Ad	
	1. Change 7 x 10 Luck to mail/phone (no Ohio phone #)	Betty
	2. Fix 75% ad with changes pertaining to original ad	
L-1-32	Life-Luck full page mail/phone	
	1. Change to mail/phone	
	2. Add toll free and Ohio #	
J-05-4	Bio-Back End	
Y-1-137	Bread Ad	
	1. Typeset	Betty
	2. Test	Shirley
	3. Find nutritionist	
	4. Test 25 subjects	
	5. FDA clearance	
J-16-3	Bio-Calendar Substantiation	
	1. Copy	Deanna
	2. Pictures	Ben
M-2-26	ENP/Mega	
	1. Drop Jan. 2	
W-1-4	Computer Diet	
	1. Test 5 cities wk. of Jan. 2	Shirley
Z-115-1	Set up Sirgo	

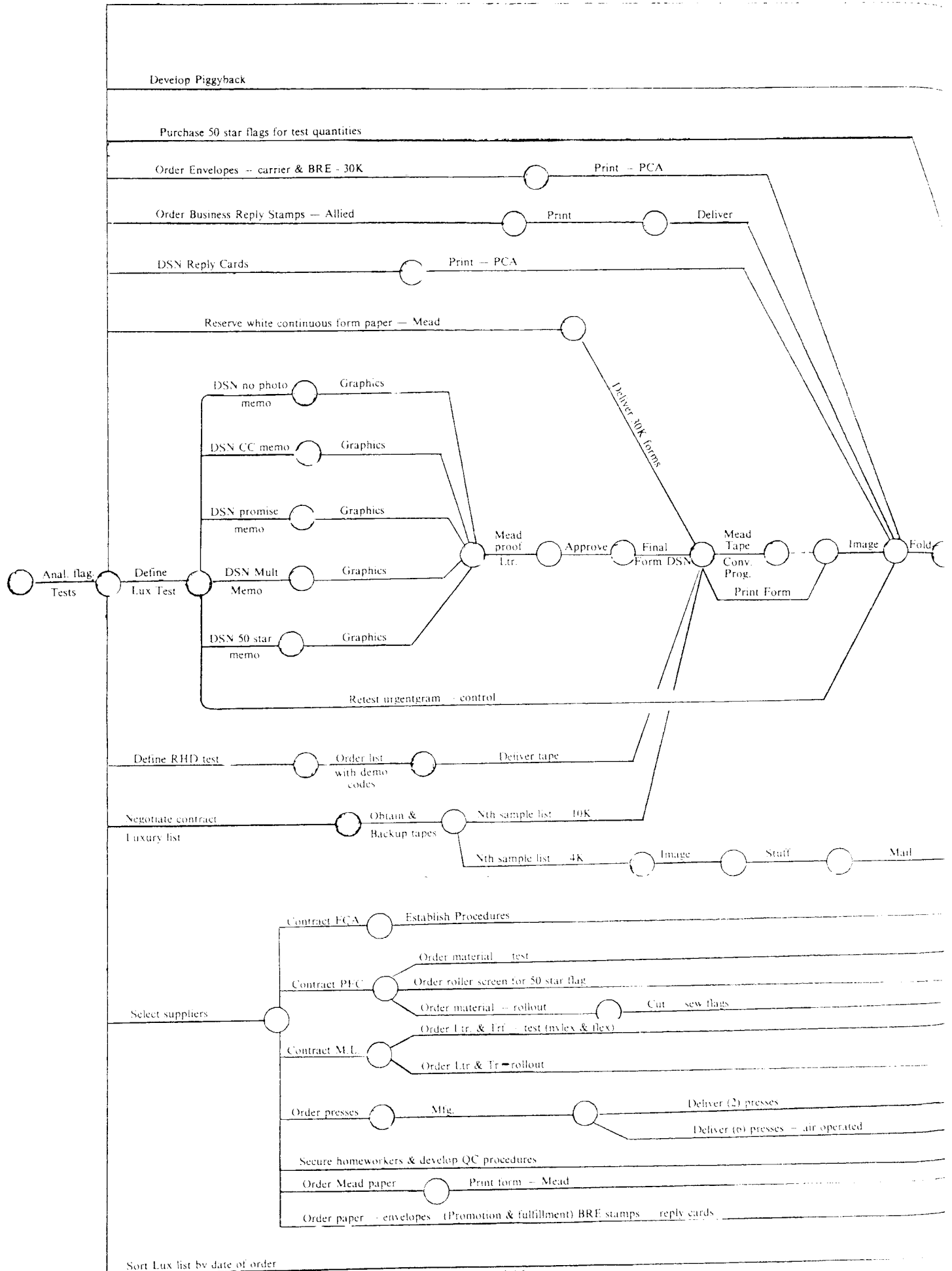
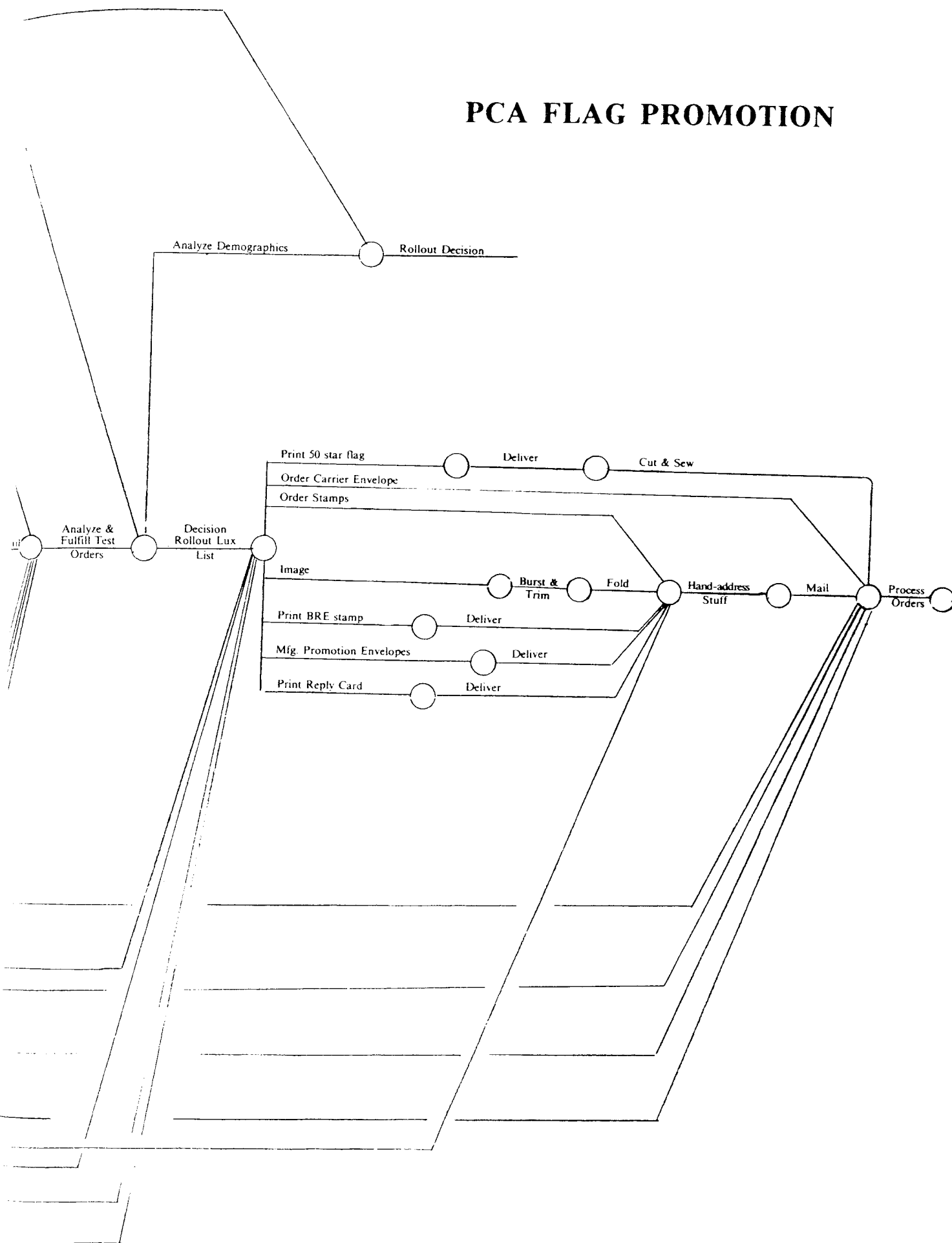


Figure 30

PCA FLAG PROMOTION

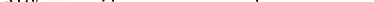


Name _____

Date _____

§ 5(4-b) (i)

ACCOUNTS RECEIVABLE - P 7.8					
NAME	COLLECTIBLE WITHIN 90 DAYS		OTHER	NAME	COLLECTIBLE WITHIN 90 DAYS
TOTAL				TOTAL	
PREPAID EXPENSES (P11, P12, P13)					
VENDOR	ADVERTISING	FULFILLMENT	OTHER	VENDOR	ADVERTISING
TOTAL				TOTAL	
NOTES & LOANS PAYABLE			UNPAID TAXES		
LENDER	BALANCE DUE	PAYMENT	TYPE	AMOUNT	DUE DATE
TOTAL			TOTAL		
CUSTOMER LISTS :					
DESCRIPTION	TOTAL SOLD	IN PROCESS	DELETED	ON COMPUTER	DESCRIPTION
A. Club					
B. \$3 Scope					
C. \$9.95 Scope					W.Computer Diet
D. Mega Reorder					Y. Miscellaneous
E. \$9.95 Flag					
F. \$5.00 Flag					
G. Astrologer Prod.					
H. Edgar Cayce					
K. Meditation					
L. Luck					
M.Mega					
N. Love-Money Scope					
P. Plate					
R.Folk Medicine					
S. Pyramid House					
T. Time Pattern					

$J = \text{TOTE} \longrightarrow$  $\longleftarrow L = \text{TOT. F}$
 $K = \text{TOT. E FOR PAID ADV.} \longrightarrow$

CHAPTER 6.

Step 6—EVOLVE

Although this is a short section, this is a very key section. The violation of the evolution rule is one of the major reasons that businesses fail. The evolution rule copies a tried, tested, and proven method of old mother nature. The various species of nature are brought along slowly. Each new addition to the makeup of the species which increased the complexity of the total organism is brought along slowly to allow an adaptation period. For instance, in nature you don't see fish jumping out of the water and sprouting wings and flying the next day. Business is the same way. You have to have the correct rate of growth. There is no way to totally predict the problems and circumstances that are going to arise each time you make an acquisition or expand in any area. Every new expansion of resources, every new expansion of a new product will have inherent problems. This will cost time and money to iron out. Expand too rapidly, and the time and money required to iron out the problems consume you. The formula to a successful business is very simple: The earnings or profit rate has to be greater than the fixed overhead rate. It's that simple. Or, stated another way: your earnings or profit in gross form is the amount a customer pays you for your products, minus the direct amount it costs you to get the product to your customer.

The six key reasons that business fail are based on the evolution rule. The six key reasons are:

1. Sales volume—too high or too low.
2. Excess inventory.
3. Direct production cost of the product is higher than estimated.
4. Customer is not satisfied with the product.
5. Customer payment of the product—payments not received. This is also called the old accounts receivable problem.
6. Fixed overhead too high.

We can take the above six key reasons why businesses fail, redefine the factors and put it into a very simple mathematical relationship. First of all, let's redefine the first five key reasons. Really, these first five key reasons, when integrated, can really be redefined as gross profit volume. The formula is this: Sales volume dollars minus excess inventory costs, minus direct production cost of the product, minus customer demand for refunds, minus non-payment of accounts receivable equals the refunds, minus non-payment of accounts receivable equals the gross profit volume. The sixth key reason can and should be isolated by itself. This is fixed overhead. Therefore, it breaks down to the following simple relationship. In order for a business to be successful, gross profit volume must be equal to or greater than fixed overhead. Now as mentioned, the two most important elements here are sales volume and fixed overhead. Proper functioning of these two elements can overcome a multitude of sins in the remaining four elements. For instance, too high a sales volume can certainly overcome the other factors provided the other factors are not grossly out of control. Since we've already discussed how to increase sales volume in detail in early chapters, let's zero in on the key

element that the evolutionary theory most relates to in this chapter—fixed overhead.

Now, the first five are problems and circumstances that can be caused by the wrong rate of evolution; but it is the sixth problem, fixed overhead too high, that is the most difficult to judge, predict, and control. And it is the sixth problem to which the evolution theory most applies. Now if you can lick the problem of getting the right amount of gross earnings and the right amount of fixed overhead, most of the other problems will take care of themselves. The key to producing enough gross earnings—which boils down to getting enough people to give you enough of a percentage for a product over what the product costs you—is illustrated back in the chapter on the 3 M's.

Now, let's assume that you're selling hot dogs and only have a push cart which is paid for and one person working for you whom you pay thirty dollars a day. If you're selling hot dogs which only cost you 25 cents for 50 cents, you are going to have to sell 120 hot dogs a day to break even. Now if you reduce that overhead down further by doing the work yourself, you are paying nobody. Chances are pretty good you are going to succeed. On the other hand, if you are going to open up a big hot dog restaurant with a huge mortgage and a lot of employees that, say, costs you a thousand dollars a day to operate, you are going to have to sell 4,000 hot dogs a day to break even. Now, if you jump in and open up the thousand dollar a day restaurant right off the bat the odds are very remote that you are going to succeed. However, if you start the business with a cart with virtually no overhead, and evolve and build your business and only add on as you get more customers, you could build your way to that thousand dollar a day overhead plush hot dog restaurant. That's the key to evolution—controlling your overhead and keeping it as low as possible and only taking on new overhead when you are assured of new and continuous sales. Many businesses who have failed would still be around today had they followed this principle.

Fixed Overhead

Fixed overhead breeds silently and rapidly for the following reasons:

1. The entrepreneur or business owner wants to feed his ego by having fancy business accommodations and a lot of subordinates under him.
2. Subordinates also want to feed their ego and make their job easier with fancy accommodations, extra help and work-saving equipment.
3. Government and institutions will encourage increases in fixed overhead and play upon the entrepreneur's ego. Increases in fixed overhead feeds the government more taxes and provides good business for the institutions.
4. Businesses who sell to businesses are constantly bombarding the entrepreneur or business owner with sales pitches for larger and fancier accommodations and equipment. Now, the other bad part about fixed overhead is that it breeds silently. It is upon you so quick that you don't even know it happened. For instance, just putting a business in a modest house, a small ranch house for instance, only hiring about six or seven people, and a minimal amount of

Fixed Overhead (cont.)

equipment can put you in an overhead of about seven thousand dollars a month very easily. That's a lot of fixed overhead for a new businessman to be able to overcome.

Here is a trick that I use to hold down fixed overhead, and also serves as an alarm system when the fixed overhead increases. Set up a separate checking account that pays for all fixed overhead items. Calculate what the fixed overhead should be and put in exactly that amount each month in that account. If at the end of the month or before, you, or the people working under you, need more money, you know for certain that you are taking on extra fixed overhead. Exactly at that point, find out where it came from, who authorized it, etc. If it's not absolutely critically important, eliminate it.



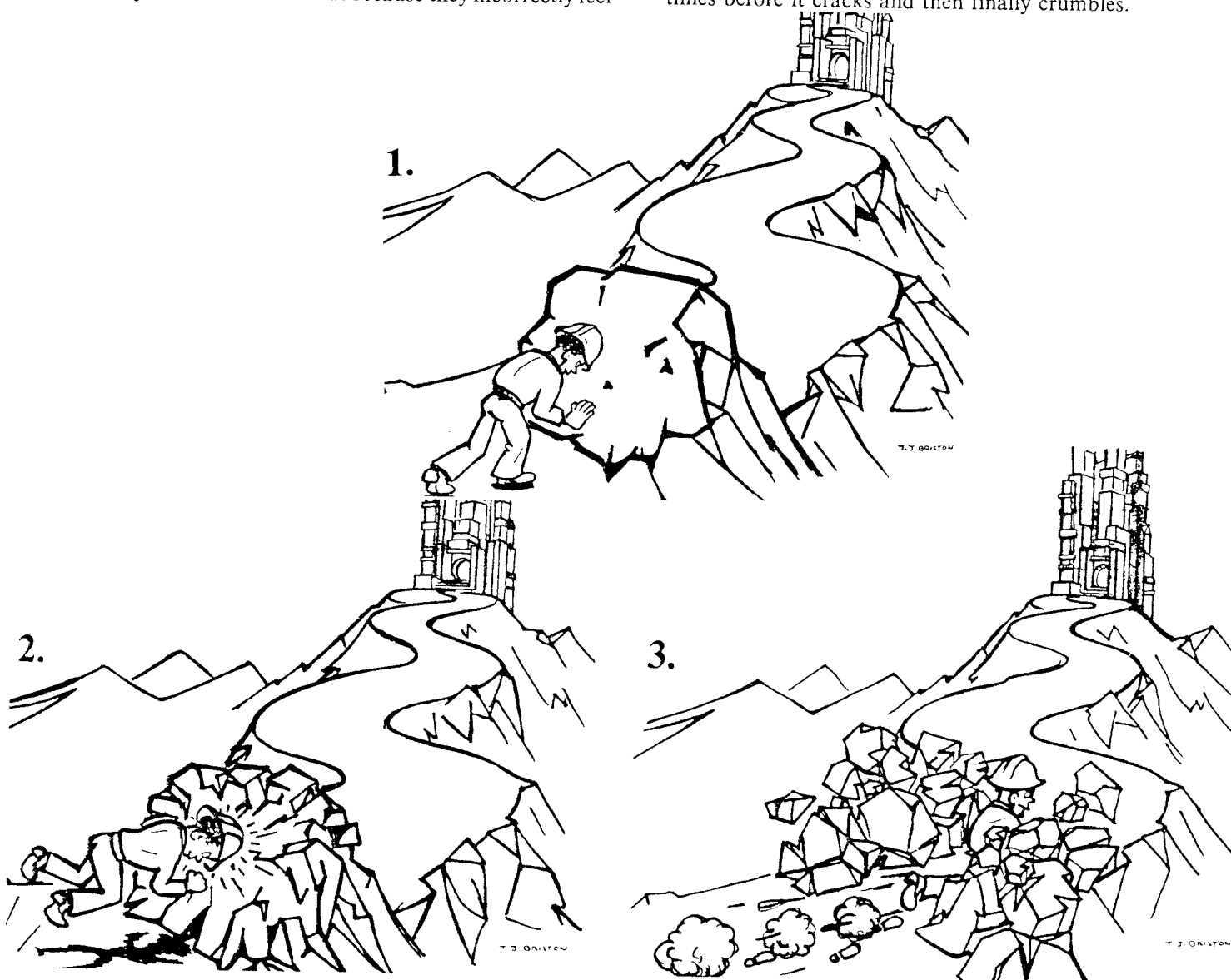
Government institutions and professionals always try to push you into larger and larger overhead. They do this for a very good reason. The larger your overhead, the more taxes the government collects and the more money the institutions and professionals make. However, when this large overhead starts forcing you into bankruptcy and you're going down for the third time, government institutions and professionals make a quick exit.

CHAPTER 7.

Step 7—PERSISTENCE

This again will be another short chapter only because it is self-explanatory. Like the chapter before, it is very, very critical and important. Lack of persistence is the key reason that most people never even get to first base with respect to being successful in business. Very simply, most people get stopped too easily. There seems to be a barrier to success. I don't know why this exists but it is a fact of life. Seems that people who have succeeded, possibly all people in general, don't want you to be successful until you've "paid your dues". There's a natural resistance to anything that's new. This includes somebody new who wants to be successful. All odds are people will be against you. People who do not consider themselves successful will not want to see you become successful because they incorrectly feel

that you will exploit them. People who are successful will not want to see you become successful because you provide competition for them. The net result is there are very few people who want to see you become successful. Add to this such things as Murphy's Law, which states that anything that can go wrong will, lack of money and experience, and all the rest of the natural resistances there are to success and you have the building elements of the success barrier. Now what most people don't know is that it is very rare that somebody gets through the success barrier on the first try. Ninety-nine percent of the people who are successful in any field of endeavor were failures many, many times before they became a success. Failing is part of success. There is usually one main ingredient that separates the successful from the unsuccessful—persistence. The success barrier like any brick or stone wall must be hit many times before it cracks and then finally crumbles.



The failure barrier always stands in the way of success. There just seems to be a natural resistance to success. However, like any barrier, the failure barrier can only take so much pounding. You have to hit it more than once. When you hit it and get knocked backwards, you have to pick yourself up and dust yourself off and hit it again. It can only take so much pounding. Sooner or later it crumbles, and when it crumbles, it disintegrates very quickly.

That's the key. You have to keep hitting it over and over. You have to pick yourself back up after failure and ram the barrier again. The good news is the barrier can't take the pounding. It can only take so much, then it crumbles. When it starts to go, it goes rapidly. When I was first starting out and was failing miserably, a friend of mine, Gary Halbert, sent me a documented proverb that he had clipped out of some periodical. I was already a persistent person but this proverb certainly did give me a lift and served as a constant reminder to me through all my trials. Here it is.

PRESS ON

"NOTHING IN THE WORLD CAN TAKE THE PLACE OF PERSISTENCE. TALENT WILL NOT: NOTHING IS MORE COMMON THAN UNSUCCESSFUL MEN WITH TALENT. GENIUS WILL NOT: UNREWARDED GENIUS IS ALMOST A PROVERB.

EDUCATION WILL NOT: THE WORLD IS FULL OF EDUCATED DERELICTS. PERSISTENCE AND DETERMINATION ALONE ARE OMNIPOTENT."

To illustrate the essence of this saying, I'd like to relate the case history of the flag promotion. There are many lessons to be learned from this true story; however, the key item is "never take no for an answer. Attack and reattack from every angle. Be persistent."

FLAG PROMOTION CASE HISTORY

July of 1975 found PCA in search of a bicentennial product. Coincidentally, at the same time, two copywriters (whom I'll call Frank and Mike) were looking for employment. During a discussion on terms of employment, Frank mentioned that Mike and he had an idea to promote the sale of American flags to veteran groups and other patriotic associations. While listening to all of this, I suddenly reacted with excitement: "That's it! We'll sell flags, but not the regular 50 star flag. It will be a personalized flag—dedicated to each person's family surname."

Employment contacts were drawn up which called for the two copywriters to split 16½% of the gross profit as compensation for providing the promotion and the product. Frank and Mike wrote the promotion and began testing it in August to the Reuben Donnally list, which is a list of all of the households in the United States. This list could be ordered in alphabetic sequence, thereby allowing the mailing to be made by surname. The package offer consisted of a personalized family flag along with a 50 star flag and a small report on the history of the surname. The promotion worked reasonably well to the Reuben Donnally list, pulling approximately 1½%.

Upon seeing this, I suddenly recalled that a friend of mine, Bill, had information that might be of help to me: a list of approximately 850,000 people who had purchased a \$20 product with their family name on it, plus an additional 6,000,000 people who had purchased a \$3 report on their family name. We contacted Bill and asked him if we could test a few thousand of these names to determine if our promotion was workable. Response to Bill's 850,000 list was approximately 6%. At this point we knew that we had a bicentennial product and that there definitely was a market for it.

PCA promptly began a two-prong attack to secure the media

list and to put together a new promotion. As we did our test of the original promotion, it was discovered that, although promotion was profitable, it was almost impossible to mail list and fulfill the product in the manner in which the product was being presented. First, to compile a report on every surname in the United States would have required an army of people. Further, we didn't know what part of the package was actually the true incentive for the people to purchase the product: was it the 50 star flag, the surname report or the personalized flag? Further testing was required to determine which combination of products or product was really the most desired.

The second major problem was the fact that Bill's list was up in litigation and could not be used until all legal questions were resolved. Our first lucky break occurred when an attorney informed us that the company who owned the list was in default of a loan to him. Seeing the timeliness of the situation, I realized the advantages if Bill were to obtain legal counsel, come to Ohio immediately from California, and settle the matter. Once all legalities were disposed of, Bill could then make an agreement with PCA whereby PCA would minimally make a mailing to the 850,000 \$20 buyers (and possibly to the 6,000,000 customer group). After much urging I finally made this offer: "Bill, come to Ohio and settle the matter. I will hire a lawyer for you and I will pay your flight to Ohio." Bill finally agreed. PCA provided Bill with a very competent lawyer who began the negotiations with the owner of the list (whom I'll call Company X).

With PCA in the background, we began to conduct a three-way negotiation. Company X never really knew that PCA was involved. The problems that come about in a 3-way negotiation like this are tremendous. Company X wanted primarily to get out from under a heavy loan payment arrangement while retaining the rights to use the customer list. Bill was interested in cold hard cash instantly and was willing to give up almost anything just to get some quick money. PCA wanted to be certain that Bill obtained the list unencumbered so that PCA could legally use the list for its promotions. The negotiations sputtered and stalled several times because of the divergent goals of each of the 3 parties. After many meetings and several drafts of the agreement, a final conference was set up. Because PCA was involved, a telephone conference call was made rather than conducting face to face negotiations. I'll never forget the scene, Bill was at the table along with myself, his lawyer, PCA's lawyer, and PCA's accountant. We were all quiet as chicken for we did not want Company X to realize that a third party was also negotiating with them. The contracts had been reviewed and there was one key sentence which, if Company X decided to modify, would prohibit PCA from using the list. I went by unnoticed or unchallenged, PCA in effect had the right thru Bill, to mail the promotion. Finally an agreement in principle was reached. Upon the clicking of the telephone receiver signaling the end of the conversation, the entire room went into absolute bedlam. I am usually an easy going, quiet, unemotional individual. I stood up, with clinched fists above my head, saying, "We have pulled it off! We've pulled it off! You non-marketing men in this room do not realize the magnitude of what we have achieved today."

Bill and I then entered into a verbal agreement which was witnessed by both lawyers. The agreement essentially called

Bill to receive a minimum payment of \$80,000 as royalties for the use of the 850,000 list. It also gave PCA the right to use the 6,000,000 list in the event that the promotion tested out successfully. By Thanksgiving, all the necessary contracts were signed. We were all very happy and looking forward to the new year with our new bicentennial product and list in hand.

At this point, it became essential to rewrite the promotion for mass mailing appeal. With the possibility of having to mail approximately 70,000,000 pieces across the country in less than six months, our usual printing and personalization operation could not even be considered. We learned of an ink jet printing system called Mead Dijit which was pioneered by the Mead Corporation. Mead Dijit had the capability of imaging (printing) variable information in letter form at the rate of 2,000 feet per second, which is an incredibly fantastic speed.

I wrote 5 promotions: 1) testing the price of \$9.95; 2) testing a Bennington flag along with the personalized flag; 3) testing the regular 50 star flag along with the personalized flag; 4) testing the flag and a report and 5) testing the flag only. Each of these variables also had to be tested with and without a 4-color photo of the flag. Finally, a black and white imaged photo, which was a relatively new innovation in the marketing area, had to be tested.

All through the months of November and December we were furiously preparing for this major test. It had to be pulled off by the first of the year. We had to know which promotion was the most profitable. We also had to know what combination of flag products were to be sold because there was much work to be done in lining up materials and machinery to begin the new venture. I made several trips to Dayton to personally monitor the progress of the job. I particularly remember one trip in which the roads were extremely icy. We were crawling at 5 miles an hour and it took us practically the entire day to make the trip. By the time we were finished, however, we felt that it was well worth the hardships of the travel. Not only had we decided on using the imaging equipment for our promotion, but we began to seriously consider obtaining an imager of our own. We could use it for our own promotions or rent it out to other marketers since this was definitely a marketing tool of the future.

In dealing with computers and people, if something can go wrong, it will go wrong. The possibility of a mistake was very great since this was an extremely difficult test with many variables. Christmas time slowly began to creep upon us and we still did not have the imaged letters required for the test. Finally, all problems were solved and the test letters were to be available to us three days before Christmas. I decided to personally pick them up so that I would be available to answer questions in the event of any unforeseen problems. As the imager began to print, problem after problem cropped up—first a small computer problem, then a small machine problem, then a small programming problem. Each and every problem was small in itself but extremely time consuming and extremely frustrating. Letters were to be done at 10 in the morning; it was already 6 in the evening, and this dedicated crew of five had not yet produced the letters. Panic began to set in my heart. It was the night of Mead's Christmas party. Wives began to call, asking their husbands, "When will you be home?" Their reply was, "One more run, honey. I'll be home in half an hour." The

half hours slowly turned into hours. Here it was, 8:00, and the party was now beginning. I felt like Scrooge in driving these men so hard but it had to be done. Finally the wives were told to come to the plant in their party dresses because the problem would be solved momentarily. Picture this: Four harried, tired, unshaven men who certainly were not ready for a party and four women in a festive mood, very beautifully dressed waiting for the big Christmas party. One by one, as each problem was checked out, each person responsible for a different area was released until finally the job was completed at two o'clock in the morning. Needless to say, the Christmas party was ruined for most of the husbands and wives at Mead. I have not seen such a level of dedication in my entire life and truly appreciated their efforts. But, even with the promotional letters in hand, I still had a problem. PCA had lined up people to work over the holidays to be able to get the tests into the mail. As I drove to Canton from Dayton, I felt like the pony express rider who had to get the message through. I drove through the night and by 8:00 in the morning I had delivered the very precious promotional letters that were needed to answer key questions.

As test results poured in, it was proven that we need not go through the expense of offering a Bennington flag or a 50 star flag. This was a big relief to us because during the bicentennial year all flag manufacturers were completely filled up. To find a company to supply the quantities of flags we required would be a rather formidable task; besides, it would be expensive. If the additional expense did not produce increased response, why throw profit dollars away? We also learned that the complete and extensive research for the surname report as offered in the promotion was not needed. This made the entire project feasible. PCA would not be required to have an army of people doing genealogical research prior to mailing out the promotion. But the best news of all was that the list pulled a 12% response. This meant that we knew we would sell a minimum of 100,000 flags.

During this same period, while we were busy securing the media, testing the promotion, and developing the imaging, the product also had to be developed. We were primarily experienced in providing computer-prepared paper products. We had no idea what problems to expect when we began working with cloth and screen printing. Frank and Mike had the responsibility of developing the product. When they began to contact flag suppliers, they found that all the suppliers were fully loaded for the bicentennial year. They certainly did not want any custom work which required a slowdown in their production. They merely wanted to produce high volume standardized flags. After all, this was the year of the flag manufacturer. They would never have another opportunity like this in a hundred years. As we found through our inquiries, the flag business was a very old, slow moving industry primarily dominated by two large companies. As we further found, a large flag company was really no larger than the size of PCA itself. We began to get extremely nervous. We began to look into the possibility of manufacturing flags ourselves, using local screen printers as suppliers. But screen printing certainly was not the answer because each order would come in on an individual basis. It is not economical to screen print one flag at a time with an individual's surname. Screen printing was only economical if you could produce quantities of the same

surname. If this were done, it would require building inventory, building bins, and storing names until orders came in for each surname.

I was opposed to the idea of making flags ourselves so we began to consider the possibility of purchasing a flag company. We arranged for a trip to Southern Ohio and visited a flag company. They had all the equipment that was needed; namely the sewing machines, cloth cutters and baloney slicers as well as access to cloth manufacturers. The only problem with buying a flag company is what do you do with it after the bicentennial is over? The price certainly would be at its peak because the demand was at its highest level. Not only that, since there were very few large flag manufacturers in the industry, each was competing against the others for the available capacity. Not only would we be squeezed between a high price by the selling company, but our price would be bidded up by other flag companies who wanted to obtain the additional capacity. In the final analysis, we decided that purchasing a flag company definitely was not the answer.

I reasoned that the only thing that a flag company is, is a few sewing machines supervised by somebody who has knowledge in the purchasing of material. If that's all, then all we had to do was find a broker who could buy the material for us. Since we had already seen what is required by a flag company, we simply would buy sewing machines and the other necessary equipment. We went to a company in Cleveland to look at the necessary equipment. We quickly found that a sewing machine is not a sewing machine. There are sewing machines that do nothing but sew the hem on the right-hand side of the material, and there are sewing machines that do nothing but sew the hem on the left-hand side of the material. A large variety of sewing machines is available, but each is designed to do a specific job. One must have the proper mix of equipment to be able to get adequate flag production. We also found lead times were too long. We were in November of '75. The peak of the bicentennial market would be July of '76. Certainly the market would be good for at least six months and possibly another six months after that. Some people even claimed that bicentennial marketing could go on until July of 1977. So our product life was narrowed down to between six months and a year and a half. More than likely the market would only last for six months. Delivery lead times were at least three months away for all the needed equipment. Even if we had the equipment, we had to devote all of our time and attention to training people, developing supervisors and finding space. Our resources would be exhausted just making a 850,000 mailing, followed by a 6,000,000 mailing, followed by the Reuben Donnelly mailing of close to 70,000,000.

We tried another option, and that was to find a company that had sewing machines, had knowledge of the fabric market and also happened not to have much business at the time. I felt that anybody making drapes or shower curtains would need the same type of equipment required for flag making. We began looking at drape manufacturers. Several manufacturers looked promising, but nothing was conclusive at this point. As we were busy contemplating who would produce flags for us, we also had the very severe production problem of how the flag could be economically produced. Silk screening appeared to be the only possible way until another major breakthrough occurred.

Our delivery boy mentioned, "Ben, have you ever gone to the sporting goods store and seen the way they personalize school jackets?" I went to one of the local stores, one that had a very small heat transfer press. I asked for a demonstration. As I viewed the procedure I became extremely excited. The process was workable. It was decided: we'll go with a standard heat transfer design, and as the flag orders come in, the press operator will pick the appropriate letters to make a personalized flag. I asked the sporting goods operator where he got his machine. He mentioned a small town about 80 miles from us called Marion, Ohio.

I made the trip to Marion, Ohio in search of a heat transfer and press manufacturer. Little did I know as we were driving towards Marion, that this day would provide the major breakthrough. After running into so many obstacles, so many dead-ends, this was going to be the day of days. After the heat transfer man showed us how the equipment worked, we immediately put ten presses on order and had his art work people begin making proofs for the first heat transfer samples. As we were talking, he mentioned there was a company not very far from him that made shower curtains. Perhaps they might be interested in making the flags for us. After a phone call to introduce us was made, we went to the company, only to discover that the general manager was out to lunch. We decided we might as well go out to lunch also. Upon our return, just as we were pulling into a parking place, another individual was also just arriving. We met in the street. In answer to our question, "Are you Dave?", he replied, "Yes, I am." I promptly introduced myself and quietly said, "I'm interested in a million flags." Dave looked at me, his eyes bulging out, and said, "I like your numbers. Come on in, let's talk."

After explaining the promotion and what we had in mind, we found that there was another company in town whose services we also could use. For a long period of time we had been thinking about moving our own Order Entry Departments from our supervision and sub-contracting this work. Located in Marion, Ohio was a company that could do just what we had in mind. A phone call was placed, and "yes", they were interested in the type work we were looking for. So in one day we had located three vital suppliers. With the combination of these three suppliers, we had all of the expertise required to produce the flag. What a glorious day! We had a successful test. We had the media. We'd finally developed the product and had contacted all the necessary suppliers. All we needed to do was go.

Up to this point everything was verbal. We knew the realities of things require that each supplier had to know exactly what his responsibility would be for this project. The time had now arrived to begin the process of negotiating a contract with each individual dealer. It was already mid-January, and although we had a winning promotion and the beginnings of a workable arrangement with each supplier, things still were not nailed down. In order to save time, a decision was made to have one meeting with all suppliers in attendance. The purpose of this meeting was to coordinate the activities of each company. Additionally, the meeting was to serve as a stage to show how quickly a small company could move. Since we were dealing with companies much larger than ourselves, we felt they had to be impressed.

The meeting was scheduled at the Sheraton Inn. I put on a suit for the first time in two years. The first order of business was a review of each project activity and the responsibility of each supplier. This was accomplished through the use of a Pert Network. (fig. 30) As we found out later, each and every participant was duly impressed with the preciseness of our forecast and the scheduling of each activity that was to occur. The lunch break was to serve a dual purpose. Since I knew the chef, he served an especially exquisite luncheon consisting of fresh shrimp, lobster, crabs, steak and many other delicacies. But more than that, lunch would afford us an opportunity to feel out the strength of each of the suppliers. We were thinly financed for this project, and one of the larger corporations had their controller with them so that he could determine our financial stability. Had he known our financial situation at the time, he may not have been as enthusiastic as he was. Months later he confessed to us that he didn't have the guts to ask us for a financial statement because he thought that we appeared to be first class.

The next subject on the agenda was a discussion, in public, of each supplier's need for front money. The press manufacturer who was to supply the heat transfers and letters began outlining his requirements for inventory, stating that he would require \$15,000 up front in order to be able to provide us with all of the necessary inventory that we would need. We questioned him and asked what special inventory was required for our project. We would be willing to front money for special inventory, but any of the inventories that were commonly used in the business we would not finance. We caught him in a lie. He had grossly overestimated the amount of special capital that would be required for this project. We immediately told the man to his face, "You are out!" This had a very sobering effect on the remaining suppliers. We then broke off individually and negotiated reasonable contracts with each of the suppliers. As it turned out, it did require \$50,000 escrow money up front in order to guarantee delivery of cloth which was a long lead item—one that would not be available until March.

The meeting was successful in that we were able to establish ourselves as a strong company, get action on the part of each supplier, negotiate a reasonable deal by a show of strength, and complete the first positive step of placing the long lead items on order. We also had obtained a commitment from each of the suppliers so that we knew that the promotion could be mailed and fulfilled within our time requirement.

The months of January and February were primarily consumed in finalizing contracts, working out operating procedures and setting in motion the actual mailing of the first 850,000 promotional letters. So now came the moment of truth! The mailing was made and each of the suppliers knew what was expected of him, but they really didn't believe us. The flag supplier did not have the number of people fully trained to meet the first rush of orders. The new heat transfer supplier did not have an adequate amount of inventory to meet our forecast. Most of all, they were not able to produce the flag because of production problems. These problems continued for a week, with each supplier blaming the other. The press supplier was saying that his press was o.k., the transfers were not made right. The transfer supplier said that his transfers were o.k., but the presses weren't operating properly. We replaced the presses

with the type sold by the company who also was supplying the heat transfers. The production problems continued, however, because the press operators were doing a poor job. Finally, I called a meeting at the manufacturing site. As questions were asked, a series of finger pointing occurred which, unfortunately, ended up in a circle. No answers. Many people were talking at the same time, each theorizing as to what the problem was, until finally I stood in the middle of all this and shouted. "Be quiet! One person will talk at a time. Let's start." So we started right from the very beginning until, finally, we were able to determine that in fact it was a transfer problem and a press problem. We discovered that an acceptable product could be obtained if the transfer remained in the press longer. What really happened was that the transfer and press manufacturers had promised that the transfer could be bonded to the material in 30 seconds. The flag supplier had quoted us a price on the basis of a 30 second labor time. In reality it took 45 seconds. We did not find this fact until all suppliers were put together. It would have been disastrous for us had we not gotten our feet wet and jumped into the situation to find out what the problem was. The problem was mutually solved to the satisfaction of all parties and production began in full force.

After the product was out we began having a quality problem. Our reject rate was running at the rate of 4% and the refunds at the rate of 1½%. This was the highest complaint rate we had ever had on any of our products. Fortunately, contracts were put together in such a way that quality was guaranteed through a series of penalties. We were able to recover most of the damages, due to the reject situation. But then other problems emerged, namely, media-type complaints. There were many writers in the media who were upset about the commercialization of the bicentennial year. Potshots were taken at our product and, in many cases, we were unjustly criticized for what we were doing. We were told that we were rip-off artists because we were selling a product for \$9.95 that didn't cost any more than \$3. I wonder how many of these media people would have been willing to guarantee to the manufacturers we dealt with a sum of upwards of \$75,000, go through the risks of a mailing of 850,000 (which required \$110,000 in postage alone), go through the production problems and developmental problems with people that were used to putting out a mass-produced product, and do all of this on a 33% gross profit margin? There were, of course, the usual consumer agency complaints from people who thought that they were treated unfairly. However, we were used to these types of problems and could easily handle them. Many of the complaints and questions that people might have were anticipated; and a public relations package was prepared which outlined how the project began, who some of the suppliers were, and who we were.

During this period we continued to test. We ran tests to the 6,000,000 list, and we kept running tests to the Reuben Donally list. The 6,000,000 list was marginally profitable. In each test to the Reuben Donally list we showed a profitable mailing; however the profit margin was not very large. Each time we tinkered with the promotion in hopes that we could increase the response rate just by a percent, the test results would come back the same. Regardless of what we did from a promotional point of view, the original response rate was unchanged. By the time

we had learned this fact, the bicentennial was a month away and it was too large a risk for us to attempt a Reuben Donnelly mailing. Had we decided to roll out with the original promotion way back in January, I would be a multi-millionaire now.

That leads into the next subject, namely splitting the profit pie. Bill received his \$80,000 for doing very little, and Frank and Mike got approximately \$35,000 for coming up with an idea that was totally unworkable. All the suppliers got the volume of business they were guaranteed, 100,000 flags. However, \$80,000 wasn't enough for Bill. He claimed he had been screwed. \$35,000 was not enough for Frank and Mike. They had been screwed. They had done all the work and PCA sat back and reaped all the profits. The relationship with Bill became so strained that the great marketing coup which he and I had envisioned back in December was all but destroyed. Frank and Mike were aggravated. They left PCA to work with Bill where they used much of the knowledge they had gained working for us in a venture that was directly competitive with a new venture of ours. In the process of all three of these "entrepreneurs" trying to get even with PCA, they ended up hurting themselves. Using products and promotions that were developed within PCA, as well as our list of flag buyers (which they did not own), they went out with a follow-up promotion to sell commemorative plates. Fortunately for PCA, we had already hit the market two weeks earlier. It turned out that they went bankrupt.

What were some of the lessons that were learned from the flag promotion? Probably the classic is that you can do anything that you want to do if you want to do it badly enough. Regardless of the number of obstacles and roadblocks that appeared before us, we continued hammering away because we knew there was a market. With persistence, we got very lucky. The day when all three of the suppliers fell into place I remember thinking, "The harder we work, the luckier we get." Also, I learned something else—nothing is as simple as it looks. Fabric is not fabric; presses are not presses; sewing machines are not sewing machines. There are individual tricks of the trade in each and every area. If you fail to realize this and underestimate the task, you can get burned very badly. You also learn that people all want a very large portion of the profit for very little risk. If you ask them to take risks, they think you're a bum. If you don't ask them to take risks and pay them accordingly, they think you're a bum. The simple truth of the matter is that we are not in the business of capitalizing other people for their own ventures. There is absolutely no way to obtain high profit with little risk. The profit is always commensurate with the risks. One final lesson learned was that high inventory projects are very draining to a small company. These types of projects wear you out and do not allow you time to think up new ideas for new projects; therefore, they inhibit new project development. A one-shot business is o.k., as long as you have new products stacked up behind. However, when you've devoted all your time, energies, money and resources to one project, it's better to pay huge dividends or you will not be around to develop a new product.

The flag promotion was a rewarding experience; first, it was profitable, and second, we learned something about running our business. Since the flag project, we have steadily reduced the amount of overhead and the amount of activity that we do

ourselves within our own organization. Almost all basic activities that require large numbers of people have been subcontracted to other concerns. One of the biggest things that this project did for us was to prove that if we decided to do something, it could be done. If we want to do it badly enough, it *will* be done.

BOOK III. SUPPORT KNOWLEDGE

CHAPTER 1.

THE SEVEN THIEVES

The Seven Thieves are:

1. The news media
2. The government—which includes regulatory agencies and tax agencies.
3. Criminals
4. Professionals and consultants
5. Fixed overhead
6. Businesses who sell to other businesses.
7. Investment brokers

Special category, thief number 8:

You

Before we meet each of the seven thieves, let's trace the general path of money from the customer all the way into your pocket. (personal income after tax.)

Step 1

Your advertising generates money from the customer in payment for your product. It is your advertising, or the money generating source, that is first susceptible to attack from the news media and government regulatory agencies.

Step 2

Money comes in transit from the customer to you. This money is vulnerable to criminals and, again, government regulatory agencies.

Step 3

The money from the customer is divided into that portion necessary to fill the customer's order. This money is vulnerable to criminals, government regulatory agencies, fixed overhead,

professionals and consultants and businesses who sell to businesses.

Step 4

A portion of the money from the customer is gross earnings or profits. This money is susceptible to government tax men, professionals and consultants, and investment brokers.

Step 5

Another portion is the company's net earnings, after taxes. This money is susceptible to professionals and consultants and investment brokers.

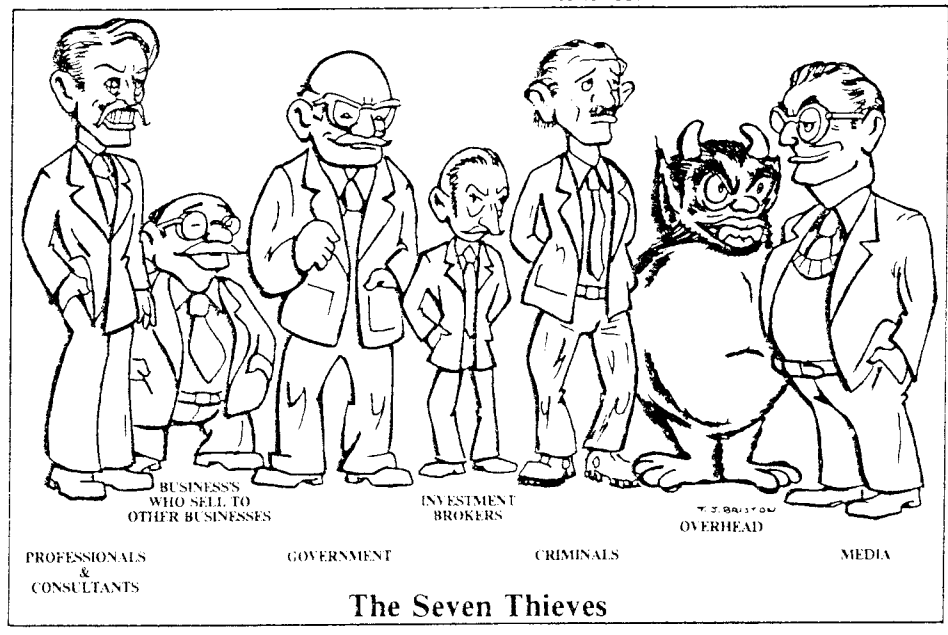
Step 6

Your own personal gross earnings, come from the company's net earnings. This money is susceptible to government tax men, professionals and consultants, and investment brokers.

Step 7

Your own net earnings are also susceptible to professionals and consultants, investment brokers, and now you.

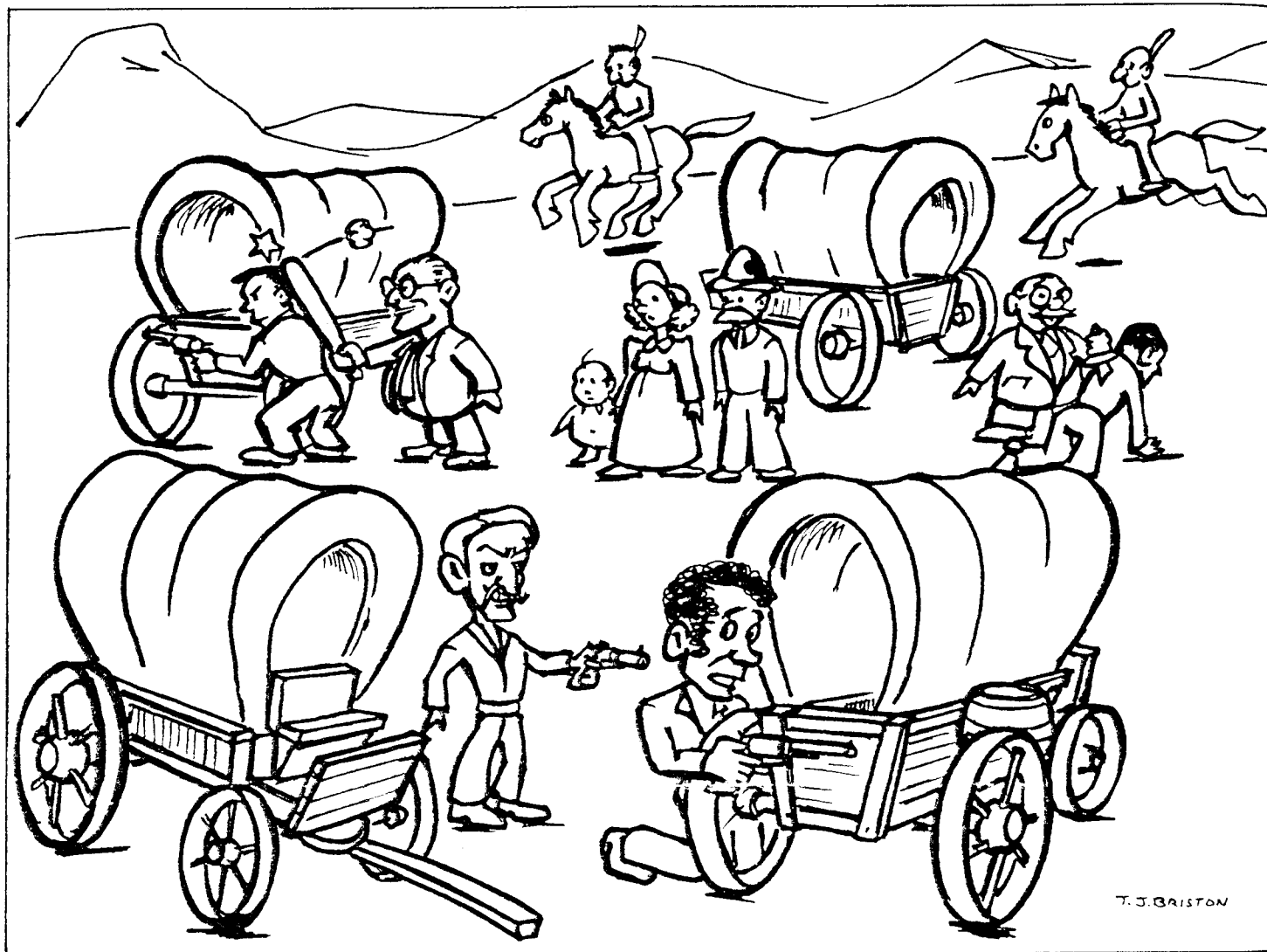
Let's now get into a more detailed description of the seven thieves and how to handle them. Let's point out first that when we talk about thieves with respect to the media, government professionals, etc., we do not mean literally thieves, except when we talk about common criminals. What we mean are sources that have a high effect on profit, or more specifically, have a high effect on how much after tax dollars you are going to be able to put into your pocket. We are not saying that the media, government, professionals, and others are crooks. Any organization is made up of a small percentage of good and a small percentage of bad and a large percentage of in-between. There are good reporters, bad reporters, good government workers, bad government workers, good businessmen, bad businessmen, etc. What is going to endanger your earnings are two things: 1) the unethical people of any of these organizations: 2) the general philosophy or theme of these organizations. So, with this in mind, let's elaborate on each of the seven thieves.



1. The news media

Your concern here is with unethical reporters and the general theme of the news media. The general theme of the news media is good news is no news. Most of the time they are out to print something bad. It's not that they are bad people, it's what the

public wants. They are out to make a buck and survive so they have to give the public what they want. Now, good reporters usually work within acceptable tolerance levels. But there are also the unethical group of reporters who will really do a biased hatchet job on you, no matter what.



Unscrupulous politicians, bureaucrats and media people try to make the public think they are doing them a favor by "doing in" businessmen. The public does not realize that businessmen stand on the front lines of the elements, facing financial death at every turn. When you hear of a politician, bureaucrat or the media doing an unjust hatchet job on a business, they are not doing the public any favors at all. In fact, they are hurting everyone—except themselves. Unjustly putting a company out of business does nothing but contribute to inflation, hurt the economy and lower prosperity.

Government

The general theme of government regulatory agencies is that they get feathers in their cap if something bad is done to a business. They aren't all like that and there is a big push on now to change this type of image. But this is the way it has been in the past, and the general trend is likely to continue for some time to come. Also, you have the unethical segment who are anti-business. They will do anything in their power to impede or hurt a business. One agency that stands out by itself is another type of threat to your money—government tax men. They, of course, get their feathers in their hat by collecting as much tax as possible. And again you have the good, bad and in-between.

Criminals

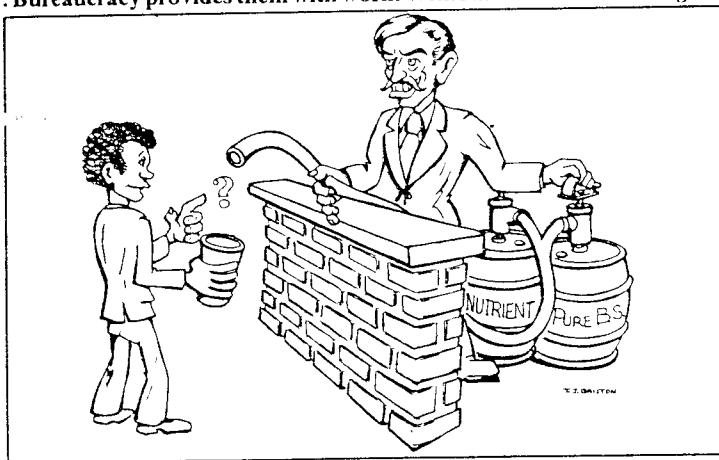
This category, of course, needs little explanation. Criminals will attack your money at every stage of the operation to get it in the door, while you have it in house, and of course, even after it's in your pocket.

4. Professionals and consultants

This represents lawyers, accountants, and specialized consultants for business. By their nature, of course, the general theme of this group is to create work for themselves. Lawyers and accountants are necessary and sometimes a consultant is necessary. However, you should be aware of these facts: Lawyers and accountants, for instance, do have your interests at heart; however, they simultaneously have their own interests at heart and, contrary to what they tell you, have the government's interests at heart. As much as they try to tell you they hate the regulatory agencies and tax men, they really don't. These agencies create work for lawyers and accountants. The one bad stigma about consultants, and it's not true in all cases but is thought of as a general rule, is this: If they knew how to do it themselves, they wouldn't be a consultant. It's like the old saying, "If you can, do. If you can't, teach."



Attornies and accountants will always try to tell you how much they hate the government and that they are totally on your side, against the bureaucracy. They are partially right. They are on your side, but, only partly. Contrary to what they tell you, they do not totally despise the bureaucracy. Bureaucracy provides them with work. Without all the excessive regulations they would be out of a job.



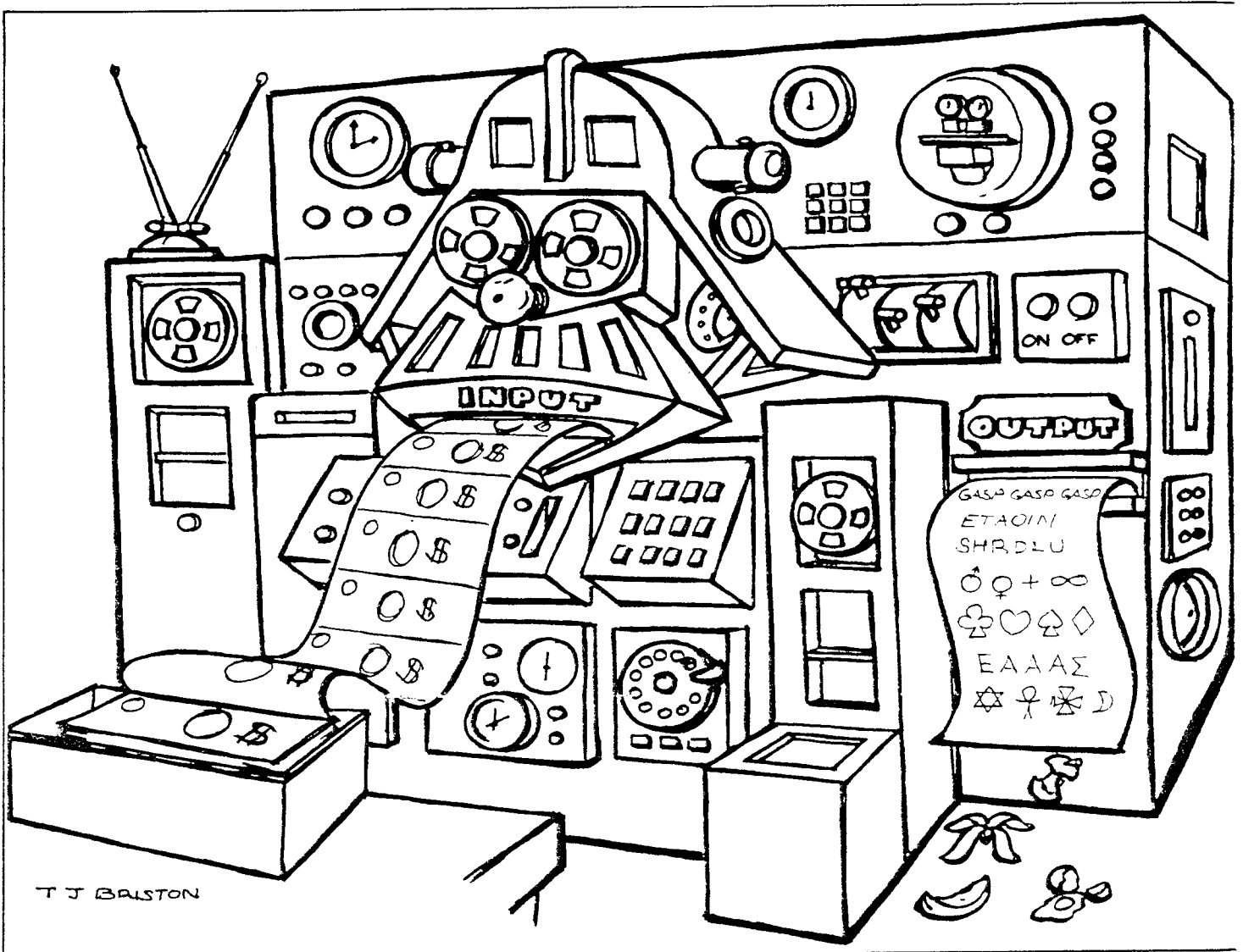
The law of expertise encroachment states that as soon as a person is successful in one field, he thinks he has knowledge in all fields and is, in fact, an expert on everything. Actually, there are few people with this wide range of expertise. Nearly all people have expertise in only one small narrow field. When they tell you about things relating to what they really know about—which is a narrow segment of the spectrum of knowledge—they are feeding you a nutrient. When they deviate from this narrow spectrum, they are feeding you pure BS. Most people will gullibly lock their mouths on to the hose and say, "pump away." But when they get the huge dose of BS, they wonder why they get sick. A better way to take nourishment is to let the expert pump his solution into a large container. Then you let the contents settle. Analyze it carefully and separate all the BS. What's left is valuable nutrients for you to drink.

5. Overhead

This subject was discussed thoroughly in previous chapters so we won't go into it here. I just want to point out that it is one of the thieves. Most of this stems from the fact that your employees, while they may have your interests at heart, also have their own interests at heart. They gravitate towards making their job easier and having more people under them so they can have status.

6. Businesses who sell to other businesses

This is also pretty self-explanatory. These are businesses who try to load you up with elaborate and unnecessary facilities such as buildings and equipment. They will give you the edge of the best talk on machinery; in other words, tell you how good it is going to be. When you hear a rating on a machine, you can usually take 25% of that and arrive at what's really true.



Professionals, consultants and business suppliers will always try to push bigger, more complicated and more expensive equipment on you. One of the most dangerous pieces of equipment is a computer. Computers are very, very expensive and so are their staffs. Sooner or later they become a self-serving entity.

7. Investment brokers

You will be inundated with these people trying to get you to invest in everything from diamonds to cat food. As soon as there is any indication that you have made some money, these people will be on you like swarms of bees.

Now how do you handle the seven thieves? I recommend having this philosophy with respect to dealing with most of the seven thieves: Let it be known that you have the policy of when attacked, you counterattack. In general, people like to take the path of least resistance. If it is known that you have that policy, these people will generally try to victimize somebody else. I advocate attacking only when attacked. I don't recommend being a crusader because you only have time to deal with one or the other. Either you are going to be a businessman or a crusader. You cannot be both. Here is how I recommend dealing with each one of the seven thieves. In general, always assume the person you are dealing with is ethical, but always be on guard.

1. and 2. The news media and government

When encountered by a reporter, assume that he is ethical at first and cooperate to a point. Limit the reporter to talking to you. Do not let him talk to your help and do not let him roam around your premises. When you run into an unethical attack upon yourself, go with your "when attacked you counterattack philosophy". Here is a general method of counterattack that is very effective with both the news media and government. First, before launching a counterattack, be sure you are in the right. As mentioned before, if you are going to go into business, be aware that your best weapon is to be honest. If you are in the right and you have been wronged, take this very effective form of attack.

1. Publish your side of the story in rebuttal.
2. Show that you were selectively singled out by documenting all cases similar to yours that were not attacked. Ask the question why they were not attacked and when they are going to be attacked.
3. This is the most powerful deterrent. Investigate them, not on your case, but on other things that they do and publish the results.

Step 1 will not be as effective as step 3 because when you are going to rebuttal an attack on you it will sound like you are crying. When you investigate published stories that have nothing to do with your case, this really hurts. The fact of the matter is few people can stand an investigation. What you are saying here is "Let he who is without sin cast the first stone." You won't find anybody who is without sin. To illustrate how to do this, I would like to present an actual case history that happened with my company.

In a medium-sized city in the West, a man who had just been defeated in the race for Governor was on his way back up and was on a muk raking campaign. We had just run an ad in that city and this district attorney recklessly, without investigation, filed a law suit against our product. The local newspaper picked up on the action and, of course, blew it out of proportion. The law suit asked us to return all the money to the people who ordered the product, plus pay substantial penalties and fines.

All this would have amounted to about \$30,000. Our lawyers recommended giving in. I said, "no." We are going to fight. We hired legal counsel in the city in question, thus indicating that we were going to fight the case. When we indicated we were going to fight, negotiations started. All the while we initiated a campaign against both the district attorney and the newspaper. This is illustrated in **Figure 39**.

All this resulted in the paper wanting to compromise the issue and the district attorney compromising. The district attorney finally compromised to the point where he said there would be no penalties or fines, but we had to send all the people their money back. This amounted to \$8,000. Both the counsel that we had hired and my own counsel said I should definitely accept this offer. I said, "no." We did nothing wrong and I was not going to put up with this abuse of power because some politician was trying to get his name in the paper. I called the council in the city and he related again to me that the district attorney wanted me to refund the \$8,000 that we collected from the city's residents. I said, "you tell the district attorney this, and you tell him word for word. You tell that S.O.B. to go (bleep) himself, and if he presses this matter further, I am really going to come after him, with all guns blazing." The outcome: all we had to do was sign a consent degree not to advertise in that city with that ad. I agreed and signed it. It really didn't make any difference. We weren't going to run the ad there again anyhow, since it had already run its course. It cost me about \$1,500 in lawyers' fees and my time to do this; but the net savings moneywise from the \$30,000 they were asking before was \$28,500.

Again, approach inquiries from the government with cooperation and assume the government agent is ethical. If you do have trouble, first indicate that you will put up a fight legally. If they are using the legal system against you to their advantage and using it unethically, you have no recourse but to resort to the tactics above. An investigation and publicity is much more effective on local politicians than it is on the federal government. Use this tactic reluctantly on federal agents, only as a last resort if your back is absolutely against the wall.

REMEMBER:

As an entrepreneur in the direct marketing business, you are going to be vulnerable to the unscrupulous sector of government and media for the following reasons:

1. As a direct response company, you are going to be very visible.
2. Direct response advertising by its nature must be bold, specific and effective.
3. Direct response companies must sell unusual products.
4. New direct response entrepreneurs have small companies, and small companies are thought to be defenseless by unscrupulous people in government and media.

All of the above will make you vulnerable to the cheap shot artist in government and media even though, like anything else, the unscrupulous sector of government and media represents only a small percentage of the whole. There are so many of them that this small percentage is in fact a large number. However, when even one occurs, it is very disruptive and expensive. We

have had very few serious encounters with unethical government and media personnel. But as mentioned, when they do occur they are very, very expensive and time consuming.

3. Criminals

Have the policy known that you will privately investigate and always press charges on any crimes perpetrated against you. Other than that, take these precautions in your business.

One of the best protections against criminals is to have few employees and hire only people that you know possess good character. Even then, there is a possibility of losing assets. As my auditor says, "Ben, it is always the person you trust." Sometimes I think he is a mouse studying to be a rat, but he sees many more businesses than I do and I rely on his judgment on matters of security.

The first thing to do is hire a good, reliable security company. They will supply your business with equipment that detects unauthorized entry as well as maintain a log of who enters and leaves the office. Therefore, a primary rule is to limit access to the office to very few employees who are issued a key and a security code.

The next item is to limit access to cash. This is primarily accomplished by depositing all incoming funds (consists of checks, credit cards and other non-cash) into one checking account. I am the only person who can withdraw from this account. As bills must be paid, I transfer an amount to cover the expenditures into an operating account which can only be signed by two people in my organization. The reasonableness of these expenditures are always tested by my own independent estimates based on the Friday Report and my independent audits.

The two individuals who handle the checking account are bonded. If you have hired honest people, they do not consider this to be an affront to their honesty. Your insurance company will make their own investigations of your employees and they will assume the risk up to a specified amount. This insurance can be obtained for a very low cost and should be purchased.

Another major security measure is the use of the CPA audit. Through their experience and on-the-job observation, they can inform you of potentially dangerous procedures and situations. Usually they will recommend alternate procedures to afford you with better security. Through their many audit tests, they can uncover dishonest schemes as well as probable amounts that are missing.

4. Professionals and consultants

Always make professionals and consultants adhere to your goals and objectives. Your goals and objectives should be to get an amount of money into your pocket that will provide you with a lifetime income. Don't let them talk you into risky investments. Don't let them talk you into long range goals and plans. Don't let them talk you into escalating your overhead. Don't take their word as gospel. Keep in mind that most of the time you are going to have to do your own planning your own formatting, and your own architectural work for legal matters and financial matters.

5. Overhead

For a complete discussion on overhead, see Book II, Chapter Six.

6. Businesses who sell to other businesses

Let it be known that you are a very hard sell. Always be skeptical. In general, do not take on a new facility or a new piece of equipment unless it is absolutely necessary.

7. Investment brokers

My general rule of thumb for handling investment brokers is to keep an open mind in case something good does come along, which is rare. In general, have the policy that you have already risked your money to start your business and for advertising. The after tax money you finally put in your pocket should only be invested in absolute sure things, things with intrinsic value, things that are fully insured. As far as the riskier investments, that's fine if you have already got enough base money invested in sure things to provide you with a lifetime income. If you don't, avoid risky investments.

The last special category of theft I reserve until the end. You might call it the eighth thief, but again, as I say, it is a special class. This eighth thief is you, and perhaps you are the most harmful thief. You can jeopardize your money all the way from start to finish in every step of your business if you let your ego get out of hand and strip yourself of any chance of accumulating in-pocket money. Even after you've accumulated in-pocket money, your ego can blow it so quickly that you will never believe it happened. To protect yourself from yourself, set up a policy of talking over new expenditures in business with somebody else before you make a decision. As far as in-pocket after tax money, do not escalate your personal overhead such as expensive homes, boats, etc. Don't forget personal overhead has the same effect as business overhead; the higher your personal overhead, the higher your income will have to be. Put your money in places that are hard for you to get at, such as an irrevocable trust, tax free bonds, real estate, CD's, etc. Try to invest lump sums so that it produces you a periodic income. This periodic income should not deplete the base. In other words, this should be pure interest. You should also have inflation hedges built into your investments. Never allow your money to sit around in an easily accessible place where it sits there in one lump sum. In other words, a big cookie jar to take out whatever you need. The need for money is like work. It expands until it fills up the entire space provided. Your needs for money will expand until they consume everything you earn. I can't emphasize enough the importance of this chapter. I suggest going back and rereading it, and then documenting your own policy for how you are going to handle your money.

CHAPTER 2.

LEGAL

Chief Justice Burger, much to the chagrin of the American Bar Association, stated that almost 75% of lawyers practicing today are unqualified to properly counsel and defend their clients in a court of law. I emphatically agree with him.

When starting out in business select a good law firm. DO NOT skimp in this very important area of business. Initially you should be looking for a general practitioner who can assist you in setting up the corporation and handling contractual agreements. From there you may require a law firm who specializes in copywrite and patent law, tax law, FTC law or other government regulatory agency law.

This section will deal with how to select a law firm, the reasons you need a law firm and the limitations of law firms.

A. How to Select a Good Law Firm

There are two ways to select a good law firm: 1) find out what other lawyers think; and 2) find out what businessmen who use lawyers think. You can find out what other lawyers think by going to the law library and referring to a book called, *Martindale and Hubbell*. This reference book lists the top rated law firms in each of the cities and states along with a list of the lawyers who are members of that firm. Although there are limitations to this method, it is a fairly reliable way of locating a top rated law firm.

The second way to select a law firm is to take a survey of the local businessmen. Simply go into their places of business and ask them who their lawyer is. If you keep a tally of the number of people who answer a certain way, you will soon find who is the largest and the best law firm in town.

Once you have selected a good law firm, it is important to deal with a lawyer with whom you can communicate. In the mail order business, you need a down-to-earth, practical type individual as opposed to a technician. If you have selected a lawyer with whom you can communicate and who is a member of a large legal firm, he should have access to most of the technicians which you eventually require. If the law firm does not have all specialties in house, they know where to obtain them.

B. Why Do You Need a Lawyer

One of the primary reasons for retaining a good lawyer is to use their knowledge of the law to assess your business risk. Business is highly complex because government regulations are so deeply entrenched that it is almost impossible to know all the laws and regulations that apply to your business. Your lawyer should know these laws. Do not take it for granted that he does know. Constantly quiz him and compare his information with another source.

One of the cardinal rules to remember is: never enter into a venture that has the remotest possibility of your ending up in jail. Nothing is worth that. The lawyer should, therefore, be looking out for any potential violations of the criminal code. You would be surprised at the number of criminal penalties associated with today's federal and state laws. Determining what degree of risk you are undertaking is essential. This risk emanates from either other businesses or from the government

who can file an action against you. You may also find that hiring a prestigious firm goes a long way in impressing governmental agencies and other businesses. I have personally seen lawyers literally fall apart when they heard that a particular law firm who had an extremely good reputation was handling the case. If you have the services of a good law firm, you will find that you will usually be able to settle most differences outside of court.

Of course, you will find that if you cannot settle the case out of court, then you must rely on your law firm to defend you in the court room. Here, you will truly find the value of a good law firm. Judges listen to and respect members of the top law firms. If it should happen that your court case is out of your district, you will be represented by another firm who has been contacted by your own firm. If your law firm has a high rating in *Martindale and Hubbell*, it will be a lot easier to pick up the rated law firm out of state.

Taxes are another matter in which you will require advice from your lawyer. Both your lawyer and your CPA should be relied on heavily in this most complex area of business.

One of the primary functions of your lawyer is to draft contracts between you and your suppliers. If he fully understands the business reason for your action, he can generally draft a legal contract that should protect you in most situations. I say *most* situations because it is virtually impossible to cover every single thing that may happen. However, since lawyers have had experience and access to many cases, they should know the most likely situations to cover in your legal contract.

C. Recognizing Lawyer's Limitations

As mentioned earlier, one of the primary reasons for hiring a lawyer is to use their knowledge of the law so that you can assess your risk. However, lawyers are a breed of people who are very reluctant to put their feet firmly on the ground and take a stand. They tend to cover their tracks by spelling out all of the different things that could possibly happen. It is not sufficient for the businessman to know all the things that could possibly happen. In order for him to assess his risk, he must know the chances of things happening or what the probability is of something happening. You as the businessman will find that you face the ultimate decision in assessing risk and the lawyer's advice will prove to be frustrating in the long run.

Never attempt to use a lawyer as an adviser. They make very poor advisers. One of the reasons that they do make poor advisers is that they think of all the reasons why the deal could backfire on you. You will find that if you were to use them as an adviser and faithfully listen to them, you would never enter into a single business deal because it is too fraught with risk.

Unless you retain a law firm that specializes in mail order clients, you will find that you will have to teach your lawyer the mail order business. If you are located in Chicago, New York, Los Angeles or any of the major cities, you should be able to find a lawyer who is familiar with this line of business. However, if you should start your business in the Midwest and did, you will find this type of business enterprise almost nonexistent. Since you are primarily dealing in space advertising or direct mail advertising in all of the 50 states, you will be dealing with 50 various state laws in addition to the FTL

laws. At a minimum, your lawyer should have a good working knowledge of the FTC rules and regulations. Lawyers are used to taking an inordinate amount of time thinking and deliberating on a matter. Our type of business is such that you must move quickly while the market is still there. Because lawyers are generally very slow-moving, you will constantly be prodding them for their opinion. In many cases you will make a decision based on your lawyers' superficial knowledge of the facts or circumstances. Therefore, you will test a new product without the benefit of a fully researched case. Before committing large sums of money to a project, be certain that your lawyer has given your problem more than a superficial review and that he has researched your problem in depth. Be absolutely sure of the risk that you are assuming.

D. Sample Contracts Used in the Mail Order Business

Figure 31 is an example of a Model Release. This contract is used to record the approval of the use of an individual's picture or testimonial in your advertisement.

Figure 32 is an example of a Non-Disclosure Agreement. This agreement essentially protects your idea at the very early stages of negotiations. Many times a detailed understanding of the product you are buying or the promotional concept is required prior to consummating a deal. Both parties are reluctant to reveal too much in the event that the negotiations break down. By signing a non-disclosure agreement you at least have the other party legally on notice of the property interest you have in your promotional idea. If a deal is not reached and the other party goes ahead and uses your idea in the marketing of the product, you possibly have legal grounds for a contract violation.

Figure 33 is an example of an Employment Agreement. The main reason for this agreement is the protection or non-disclosure of your proprietary information. In order to properly function, your employees must have access to information. There is much proprietary information such as new product ideas, advertising methodology, etc. within your company. Should the employee resign, much of the proprietary information or trade secrets will also leave with him. To reduce the possibility of your former employees working for a competitor and utilizing much of your promotional ideas and trade secrets, an employment agreement with a non-disclosure clause should be signed by all key employees.

There are many other contracts that must be negotiated; however, each is unique to a particular situation. You will find as time goes on that many contracts fall into specific categories. To speed things along, you can draft a new contract based on the many contracts you have already finalized. A lawyer is at his best reviewing and picking rather than drafting. You'll find that you will save both time and money using this approach.

MODEL RELEASE

In consideration of, (), receipt of which is hereby acknowledged, I hereby give the Publishing Corporation of America, Inc., its legal representatives and assigns, and all persons or corporations acting with its permission or upon its authority, and all persons and corporations for whom the Publishing Corporation of America, Inc. is acting, the absolute right and unrestricted permission to copyright and/or publish photographic portraits or pictures of me, or in which I may be included in whole or in part, or composite or distorted in character, or form, in conjunction with my own or a fictitious name, or reproductions thereof, in color or otherwise, made through any media for purposes of art, advertising, trade, or any other lawful purpose whatsoever.

I hereby waive any right that I may have to inspect and approve the finished product or the advertising copy that may be used in connection therewith, or the use to which it may be applied.

IN WITNESS WHEREOF, I have hereunto signed this Release this day of 19 .

Model

WITNESSES:

NON-DISCLOSURE AGREEMENT

THIS AGREEMENT made this day of 19 , at by and between, , of hereinafter referred to as "Author", and , of , hereinafter referred to as "Grantee".

WHEREAS, the Grantee has represented to the Author that it is the owner of a certain computer diet which provides for successful weight loss, and

WHEREAS, the Grantee desires to require the marketing expertise of the Author for the creation of a certain space ad for the sale of said computer diet, and

WHEREAS, The Publishing Corporation of America, Inc. (PCA) and Grantee contemplate entering into an agreement whereby PCA would place said space ad created by Author and fulfill orders for said computer diet, said diet to be supplied by Grantee, and

WHEREAS, Grantee has represented that it is necessary that the Grantee review the contents of said space ad marked Exhibit A in order to determine whether or not the contents of said space ad are in conformance with the structure of said computer diet and can be used successfully in conjunction therewith.

NOW, THEREFORE, in consideration of the foregoing, and for other good and valuable consideration, it is hereby agreed:

1. Space Ad. The Author hereby agrees to deliver to the Grantee a copy of said space ad for the marketing of said computer diet forthwith upon the execution of this Agreement. Said space ad shall remain the sole and exclusive property of the Author and shall not be published, mailed or communicated in any manner whatsoever by the Grantee without the written consent of the Author. Grantee hereby warrants and represents that said space ad shall only be utilized to determine whether or not the contents of said space ad are in conformance with the requirements for utilization with Grantee's computer diet and that the contents of said space ad do not violate the terms and conditions of insurance contracts owned by Grantee insuring against liability resulting from the sale of said computer diet. Or, for any other reason.

2. Copyright. In the event said ad is published upon written consent of Author, said space ad shall be labeled, "Copyright 1974" by The Publishing Corporation of America, Inc. Notwithstanding anything herein contained, this Agreement shall not be construed as a license for the use of said space ad by Grantee for any purpose other than specifically set forth in Paragraph 1 and all right, title and interest in said space ad shall remain in Author.

3. Infringement. Grantee hereby warrants and represents that it shall in no way infringe nor permit the infringement upon the ownership rights of the Author in said space ad in any manner whatsoever. Grantee further warrants and represents that it shall not indulge in any act of unfair competition upon obtaining possession of said space ad and shall not permit the extraction of any idea therefrom for the purposes of unfairly competing with Author. The parties hereto agree that Author shall be entitled to injunctive relief in the terms and conditions of this Paragraph 3 are breached.

4. Royalties. Grantee hereby agrees to pay the sum of six percent (6%) of gross sales fulfilled by Grantee which arise from any use by any person or entity whatsoever of said space ad, any portion of said space ad, or the ideas therein contained, as and for liquidated damages. Grantee shall pay said liquidated damages to Author forthwith upon demand. For purposes of this paragraph, the use of said space ad, any portion thereof, or the ideas there in contained shall include, but not be limited to the publishing, direct mail solicitation, or use of any other communication media to generate sales for said computer diet.

5. Waiver or Modification. The waiver of a breach of any of the terms hereof or any default hereunder shall not be deemed a waiver of any subsequent breach or default whether of the same or similar nature and shall not in any way affect the other terms hereof. No waiver or modification shall be valid or binding unless in writing and signed by the parties.

6. Applicable Law. This Agreement and all matters and issues collateral thereto shall be governed by the laws of the State of Ohio.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day and year first written above.

EMPLOYMENT AGREEMENT

THIS AGREEMENT made this day of , 19 , by and between THE PUBLISHING CORPORATION OF AMERICA, INC., hereinafter called the "Employer" and , hereinafter called the "Employee".

1. **EMPLOYMENT.** The Employer hereby employs the Employee and the Employee hereby accepts employment upon the terms and conditions hereinafter set forth.

2. **TERM.** The term of this Agreement shall begin on , 19 , and shall terminate six (6) months from the date of commencement, provided that said contract may be renewed upon such terms and conditions as shall be agreed upon between the Employer and Employee.

3. **COMPENSATION.** Employer shall pay Employee compensation on the following basis:

(a) Salary.

() a month, payable

(b) Bonus. In the event that Employee creates an advertisement that is run on a production basis, nationwide, the Board of Directors of the Employer may determine in its sole discretion to give a bonus to Employee from time to time, in recognition of Employee's efforts in creating successful national advertising campaigns.

4. **DUTIES.** The Employee is engaged as a copywriter of the Employer, to create direct and space ad advertising for products already in existence and to create product designs for new products which shall be developed by the Employer. The precise services of the Employee may be expanded or curtailed from time to time, at the direction of the Employer.

5. **EXTENT OF SERVICES.** The Employee shall devote his entire time, attention and energies to the business of the Employer, and shall not during the term of this Agreement be engaged in any other business activity whether or not such business activity is pursued for gain, profit or other pecuniary advantage; but this shall not be construed as preventing the Employee from investing his assets in such form or manner as will not require any services on the part of the Employee in the operation of the affairs of the companies in which such investments are made; Employee further agrees that he shall create a minimum of six (6) space ads on such matters or concerning such products as shall be directed by Employer during the term of this Agreement.

6. **DISCLOSURE OF INFORMATION.** The Employee recognizes and acknowledges that the list of the Employer's customers, and Employer's trade secrets, as they may exist from time to time, are valuable, special, and unique assets of the Employer's business. The Employee will not, during or after the term of his employment, disclose the list of the Employer's customers or trade secrets or any part thereof to any person, firm, corporation, association or other entity for any reason or purpose whatsoever. Furthermore, any systems design, promotional ideas, trade secrets or like matters developed by the Employee during the term of this contract shall become the property of the Employer and shall not be disclosed at any time by the Employee to any person, firm, corporation, association, or other entity for any reason or purpose whatsoever. In the event of a breach or threatened breach by the Employee of the provisions of this paragraph, the Employer shall be entitled to an injunction restraining Employee from disclosing, in whole or in part, the list of the Employer's customers, trade secrets, promotional ideas, or other intellectual matters, or from rendering any services to any person, firm, corporation, association, or other entity to whom such matters, in whole or in part, have been disclosed or is threatened to be disclosed. Nothing herein shall be construed as prohibiting the Employer from pursuing any other remedies available to the Employer for such breach or threatened breach, including the recover of damages from the Employee.

7. **RESTRICTIVE COVENANT.** For a period of three (3) years after the termination of this Agreement, including but not limited to copywriting for any competitor of Employer, the Employee will not, within the continental United States, directly or indirectly, own, manage, operate, control, be employed by, participate in, or be connected in any manner with the ownership, management, operation, or control of any direct mail order or publishing business which involves any product or product line similar to those being produced or developed by the Employer at the time of the termination of this Agreement. It is hereby expressly agreed by the parties hereto that unique nature of the Employer's business of direct mail order and publishing is such that it is recognized that the Employer competes in all states of the Union by means of mass communications media and that the geographic scope of this restrictive covenant shall therefore be deemed reasonable. Employee acknowledges that the remedy at law for any breach of this restrictive covenant will be inadequate and that the Employer shall be entitled to injunctive relief.

8. **CONTRACTUAL OBLIGATIONS.** Employee hereby warrants and represents that he under no contractual obligation with any individual, firm, or entity whatsoever, which would prevent him from entering into this Agreement, or from being contractually bound by this Agreement, and that his execution of this Agreement or his performance hereunder will not violate the terms or conditions of any such agreement. Employee further warrants and represents that he shall indemnify and hold Employer harmless for any and all damages arising from the breach of the terms of this Paragraph.

9. **WAIVER OF BREACH.** The waiver by the Employer of a breach of any provision of this Agreement by the Employee shall not operate or be constructed as a waiver of any subsequent breach by the Employee.

10. **NO ASSIGNMENTS.** This Agreement is personal to each of the parties hereto, and neither party may assign nor delegate any of its rights or obligations hereunder without first obtaining the written consent of the other party.

11. **ENTIRE AGREEMENT.** This instrument contains the entire agreement of the parties. It may not be changed orally but only by an agreement in writing signed by the party against whom enforcement of any waiver, change, modification, extension, or discharge is sought.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the day and year first written above.

CHAPTER 3.

PUBLIC RELATIONS

We are all human. Regardless of how hard we may try, mistakes will crop up in our everyday business activity. Misunderstandings are caused by a variety of reasons and originate at one of two sources—your organization or the customer. Mistakes that your organization make can occur either in the advertisement of the product or in the delivery or non-delivery of the product. At the customer's end, the problem may stem from a misinterpretation of your advertisement, or perhaps the product itself has not fulfilled his expectations in some way. You wind up with either a customer who is highly satisfied—as he usually is—or one who is dissatisfied—as less than 1% of our customers have been.

Regardless of where the problem lies or whose fault it is, it must be your objective to maintain a good public image for your company, and this is accomplished by striving to satisfy the customer in a fair and equitable manner. Remember that nobody is perfect, and because of this, our Public Relations Department (or as it is known in the industry, the "White Mail Department") handles all such situations with customers and also with government agencies. These situations fall into five categories. They are:

- 1. Inquiries
- 2. Problems related to order processing.
- 3. Problems related to delivery delays.
- 4. Problems related to customer dissatisfaction where adjustments can be made.
- 5. Problems where only a refund will satisfy the customer.

All five of these situations are primarily related to dealing with customers; whereas, in dealing with government agencies, (which will be discussed later) only the inquiry and possibly the delivery delay type letter pertain.

A. Dealing with Customers

As a result of our advertising, we receive many inquiries about our product. A customer may call on the telephone for more information about the product, or as is more generally the case, the customer writes a letter asking for more information. Form #222 is a sample reply to an inquiry type letter.

As often as possible, anticipate what your customers may want to know about your product and incorporate this information in one place. To accomplish this we prepare what we call a public information package. Figure 34 is a sample of a Public Information Package for one of our products—The Bicentennial Personalized Flag. This package can easily be adapted to any product. A good package will include the following info:

1. A brief background of the development of the product.
2. Pertinent info about the Company marketing the product.
3. A description of the marketing method used.
4. A description of the product itself.
5. Appraisal of what future projects are planned relating to this area of interest.

6. List of reference materials used and biographies of experts or professionals who have been consulted.

Another group of correspondence that is handled by the White Mail Department is order processing forms. Forms 223 and 224 are samples. You will note that this type of correspondence relates primarily to accounting matters (such as the check has been received without a signature, incorrect amount of money has been forwarded, etc.) or asks for additional, more detailed information so that we can do further processing on the product the customer has ordered.

By far the largest volume of correspondence that comes from your customers is in the area of delivery. Delays can be due to any number of unforeseen problems: perhaps the ad response is much greater than anticipated, therefore, we did not have the adequate amount of inventory on hand; or perhaps a supplier may have fallen down on a promise of delivery; or the newness of the product was such that we did not have our systems and procedures working properly. For whatever reason, expect to have delays in delivery. The type of correspondence related to delays is shown in Forms 225, 226, and 227. Forms 225 and 226 indicate that there is going to be a delay, and gives the customer his option as to whether he wants his order fulfilled or whether he would like to have his money returned. You find that most people do in fact want the product and will wait if you give them a reasonable explanation. Form 227 is simply a notice which tells the customer that he cannot expect to receive his product until after so many days have elapsed.

Another category of white mail letters is the adjustment type. Because the mail order business is one in which the customer can't see you, the only link between you and your customers is how well you treat them. How well do your products satisfy them? The only other image builder we have is how we treat them when they are dissatisfied. We strive to please the customer at all costs. It is far better to make an adjustment so that you can keep the customer satisfied rather than issuing a refund. Forms 228, 229, and 230 are typical adjustment-type letters. Again, you can see that we have offered refunds if our adjustment is not satisfactory. It is extremely important to do this. In some cases, where we feel the delay is unduly long, we have offered to provide a free product.

The last resort of course, is issuing a refund. Forms 231 and 232 are two samples. In one case, (Form 231) we are refunding the money without a request to do so from the customer; in the other case, (Form 232) the small postcard is in reply to a request from the customer for a refund.

We do not have a customer relations problem. Most of the customers in our business are satisfied—our "orders received" to "customer complaint" ratio is extremely low—usually averaging less than 1%. There are, however, a variety of reasons why you must have correspondence with your customers. The main thing to remember is that they should be handled quickly and fairly.

Within the jurisdiction of the White Mail Department also falls the responsibility of maintaining good business contact with all private organizations, such as the Better Business Bureau, American Medical Association, Chambers of Commerce and Newspaper Hotline Editors. Keeping the channels of communication open to these organizations is extremely

important in projecting a good public image for your Company.

B. Dealing with Government Agencies

Because of the rise of consumerism over the past 5 to 10 years, there are many government agencies that deal with consumer problems. The primary federal agency is the Federal Trade Commission with its many regional offices. Additionally, each state has an Attorney General's office; therefore, you have at least 50 organizations to deal with in that area. Most cities with a population of over 200,000 have their own consumer protection agency of some sort. And in some cases, even individual counties have consumer type organizations. All in all, there are many, many organizations that have the power of law to demand answers from you. Forms 235 and 236 show a sample request and a sample answer to a government agency. As mentioned earlier, the types of correspondence that you receive from government agencies is primarily inquiry. The questions that they are asking are substantiation of ad claims. As a matter of good practice, as you are writing your ad, you should carefully document the sources from which you got your information. We usually prepare a substantiation letter as the ad is being written. For instance, if the research information comes from books, we will note the claim and the book reference sentence and page to support this claim. Since we are certain that all our claims are substantiated as well as reviewed by legal counsel to be certain that we have not violated any government regulation, we usually do not have major problems. Also, since we handle our customers very well by offering adjustments and refunds on our own initiative, we usually have very little problem with government agencies. You will find that a customer will go to a government agency if he has not received satisfaction from you. Therefore, you might as well treat the customer right the first time. This will save you a lot of time, effort and a bad name in the future.

The American Health Institute

125 American Health Institute Blvd.

Canton, Ohio 44767

(216) 494-4282

Date _____

In answer to your inquiry concerning the Bio-Calendar Health System, the product consists of a 36 page 8½" x 14" hanging wall calendar and covers the following items:

1. A diet system which indicates the critical foods, vitamins, herbs, & recipes. All of these items are taken from the Hunza culture, and are available in any health food store if not at your local grocery.
2. A physical section which is a series of daily and weekly exercise routines, all of which are taken from the Hunza culture. This routine fits easily into the American way of life.
3. A mental section which includes tips on meditating, and the "think hungry" psychology. Radio and TV advertisers are constantly trying to sell you "junk" foods which you think you have to eat.
4. A Life-Structure system which is a method of planning out your life to meet your life objectives, goals, and desires. These objectives are put together in a weekly and yearly plan and combines with your personal financial status.
5. A Bio-Rhythm chart which you put together yourself. This chart helps you to know your "up" and "down" days beforehand, when to exercise, and when not to exercise.

We hope the above summary will help you understand a little more about the Bio-Calendar Health System.

Sincerely,

Mary King
Mary King
Public Relations

J-05



The Publishing Corporation Of America

4626 CLEVELAND AVENUE NORTH

CANTON, OHIO 44709

(216) 494-4282

To: _____

Date: _____

Re: Your order for _____

Our sincere thanks for your recent order.

We have found, however, there is something missing with your order. Will you please note the explanation box that is checked below.

- ☐ Enclosed is your remittance of \$_____. The money covering the total cost for your order was not enclosed. Please re-submit your order in the amount of \$_____.
- ☐ Check received with no signature. Please sign check and return to us along with your order information.
- ☐ Enclosed is your remittance of \$_____ requesting _____. The cost of each _____ is \$_____. Please re-submit your order in the amount of \$_____.
- ☐ Your credit card order was received: ☐ Without Credit Card No. ☐ With Wrong Credit No.

Please re-submit your order along with necessary credit information.

- ☐ Enclosed is the receipt portion of your money order. Please re-submit your order along with the negotiable portion of your money order.
- ☐ Enclosed is your remittance. We cannot process your order until we obtain the following information:
 Full name _____ Date of birth _____
 Place of birth _____ Exact time of birth _____
 Complete address _____
- ☐ Enclosed material is not a product of our Association.
- ☐ Your check made out to wrong company. Please send us another check made out to The Publishing Corporation of America along with your order.

Sincerely,

Mary Everhart

Mary Everhart,
Accounting Dept.

4504 WM-101



The Publishing Corporation Of America

4626 CLEVELAND AVENUE, NORTH

CANTON, OHIO 44709

(216) 494-4282

MEMO

TO: _____

DATE: _____

MESSAGE

We have received your order for the P.C.A. Personal Computerized Diet and Advice. In order to proceed with the processing of your diet, we require information that you did not supply.

We have checked the information we require. Please fill in the appropriate space and return this letter.

1. ☐ Sex ☐ Male ☐ Female
2. ☐ Height _____
3. ☐ Weight _____
4. ☐ Age _____
5. ☐ Have you been told you are a: 1. ☐ diabetic 2. ☐ pre-diabetic 3. ☐ none of these
6. ☐ Did you ever take a urine sugar test? 1. ☐ yes 2. ☐ no
7. ☐ Are you currently under a doctor's care for: 1. ☐ heart disease 2. ☐ kidney disease
 3. ☐ diabetes 4. ☐ thyroid problems 5. ☐ liver disease 6. ☐ gout
 7. ☐ high blood pressure 8. ☐ other 9. ☐ not under doctor's care
8. ☐ Are you taking any of the following medications: 1. ☐ oral birth control pill
 2. ☐ diuretics (water pills) 3. ☐ digitalis (heart pills) 4. ☐ insulin
 5. ☐ oral blood sugar lowering agents 6. ☐ drugs to lower blood fats (like cholesterol)
 7. ☐ anti-depressants 8. ☐ anti-blood clotting agents 9. ☐ cortisone or related drugs
 10. ☐ diet pills 11. ☐ none of these
9. ☐ Do you currently suffer from 1. ☐ diarrhea 2. ☐ constipation 3. ☐ none of these
10. ☐ If female, which condition applies to you: 1. ☐ male, does not apply 2. ☐ currently pregnant
 3. ☐ delivered in the last 6 months 4. ☐ currently breast feeding 5. ☐ have regular periods
 6. ☐ gain weight or retain water during pre-menstrual week 7. ☐ none of these
11. ☐ Are you on a fat restricted diet due to a gall bladder condition? 1. ☐ yes 2. ☐ no
12. ☐ You did not submit a sufficient variety of foods. Please re-submit enclosed diet application.



The Publishing Corporation Of America

4626 CLEVELAND AVENUE, NORTH

CANTON, OHIO 44709

(216) 494-4282

Date _____

Dear Customer,

We are indeed sorry, but response to our flag orders has been tremendous and far beyond expectations and projections. Therefore, our supplier had to hold up on orders to obtain enough material for a complete "run".

However, we are working hard with the supplier to avoid a delay of more than two weeks.

We are offering you the option of returning your money or, if you wish, retaining your order for fulfillment. Indicate your preference below.

- ☐ Retain order
- ☐ Return payment

Thank you.

Sincerely,

Mary Knight,
Public Relations

MK/ds

4504-WM107

United States Commemorative Gallery

707 U.S. Commemorative Gallery Bldg.

Marion, Ohio 43302

To: _____

From: _____

MESSAGE

We are indeed sorry--yet happy-- even though we set a limit to our Memorial Plate, response was faster than "production set up".

Therefore, our fulfillment has been backed up approximately eight weeks making the mailing date mid-January.

Under the above circumstances, we are offering you the option of waiting for this beautiful Memorial Plate or refunding your check. (We have not cashed your check).

Please indicate your preference below with a check mark.

☐ Expecting my plate mid-to-end January

☐ Refund my check

We are enclosing a business reply envelope for your convenience
Thank you for your patience and understanding.

Enclosure

P.S. We inadvertently sent you the wrong photo. The correct
Photo is enclosed-Thank you.

United States Commemorative Gallery

707 U.S. Commemorative Gallery Bldg.

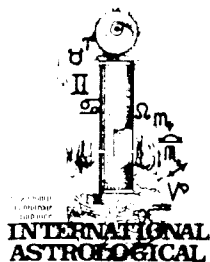
Marion, Ohio 43302

Dear Customer,

We have received your order for "The Patriots of the American Bicentennial" memorial plate. We are pleased to say that projections indicate the limited edition quantity will be quickly a complete sellout. We had to wait to make sure all plates were accepted before they could be produced. Your plate and the others will be fired on _____ . Your plate will be shipped approximately _____, and you should allow an additional five (5) to seven (7) days for delivery.

Thank you for your patience, but we are sure that your memorial plate is well worth waiting for. The quick sellout certainly makes it look like you now hold a very valuable collectors' item.

4504-WM149



The International Astrological Association

John F. Ford - President

The World's Largest Astrological Society

4626 Cleveland Avenue North

Canton, Ohio 44709

(216) 494-4282

To: _____

Date: _____

MESSAGE

Dear Customer:

Thank you for your order. Due to increased postal rates, and to better accommodate you, we are changing the format of the 8½ X 11 Mega Horoscope to a new mini size which will remain at \$9.95.

The "Mini Size" will more conveniently enable you to carry it with you at all times in pocket or purse.

But in all fairness, to permit you the opportunity for expression, we are enclosing free forecasting. This will enable you the option to continue your horoscope without interruption or, requesting a refund of \$9.95. Indicate yes or no in the appropriate box below.

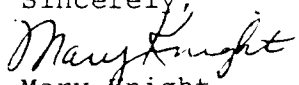
_____ Yes - I'm happy with Mini Size Mega - send beginning of next forecast - Sept, 1977 thru Feb, 1978.

_____ No - Please refund payment.

_____ Do not charge my account.

If you elect to continue, you will be enrolled in our 6 - month program, payment for which you have already sent. Our program is set so that you will be receiving a Mini Life Luck Forecast twice a year without interruption, namely Sept, 1977 thru Feb, 1978 and March, 1978 thru August, 1978.

Thank you for your understanding in this matter.

Sincerely,

 Mary Knight
 Public Relations

MK/kk
 Enc: BRE



The International Astrological Association

John F. Ford - President

The World's Largest Astrological Society

4626 Cleveland Avenue, North

Canton, Ohio

(216) 494-4283

Dear Customer:

RE: Luck Horoscope

Due to response much greater than we had anticipated, we are unable to fulfill your much appreciated order for quite some time.

Attempt was made to withdraw the ad from which your order was submitted but because of time commitment we were unable to do so.

Therefore, we are sending you a refund in the amount of \$10.45 and when we are able to reduce our backlog of previous commitments we will forward you a copy of the "Luck Horoscope" at our expense to compensate for your disappointment.

Thank you for your patience and understanding regarding this matter.

Very truly yours,

Mary Knight

Mary Knight
Public Relations

Enclosure

MK/lh

4504-WM62



The International Astrological Association

John F. Ford - President

The World's Largest Astrological Society

4626 Cleveland Avenue North

Canton, Ohio 44709

(216) 494-4282

To: _____

Date: _____

MESSAGE

Dear Customer:

We are sorry for your Life-Luck Forecast interruption.

This was due to an oversight of your continuation order effective August 28, 1977.

Under the above circumstances, we are deducting \$3.30 or two months worth of text, making the amount due \$6.65.

Thank you for your continuing interest.

Sincerely,

THE INTERNATIONAL
ASTROLOGICAL ASSC.

Mary Knight
Public Relations

MK:kk

01



The Publishing Corporation Of America

4626 CLEVELAND AVENUE, NORTH

CANTON, OHIO 44709

(216) 494-4282

MEMO

TO: _____

DATE: _____

MESSAGE

We have received your order for the P.C.A. Personal Computerized Diet and Advice.

We regret we must return your check as we cannot produce a diet for you for the reason checked below:

1. ☐ You are taking insulin
2. ☐ You are taking oral blood sugar lowering agents (diabetes pills)
3. ☐ You are taking cortisone or related drugs
4. ☐ You are suffering from both diarrhea and constipation
5. ☐ You are currently pregnant
6. ☐ You are currently breast feeding
7. ☐ Your height is not within the range of our computer
8. ☐ You are younger than 16
9. ☐ You did not submit a sufficient variety of foods.
10. ☐ Your diet has been rejected because you are fat restricted due to a GALL BLADDER CONDITION.

MARY KNIGHT, PUBLIC RELATIONS DEPARTMENT

4626 Cleveland Ave. N.

Canton, Ohio 44709

Dear Customer:

We are processing your refund, and you will
be receiving our check in about 14 days.

Sincerely,

Mary Knight

Mary Knight
Public Relations

WM160

Tom Kennedy
International Astrological
Association
1340 Home Avenue
Akron, Ohio 44310

Re: Complaint of John Doe

Please refer to file

Re: A Complaint

TO WHOM IT MAY CONCERN:

The Consumer Protection Division has received a complaint regarding a transaction with your business. We have enclosed a copy of that complaint for your examination.

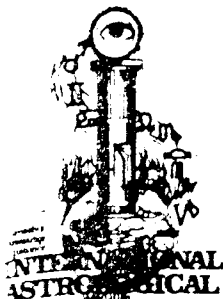
By sending you this complaint we do not imply that we have made any assumptions as to its validity. However, we cannot assess the merits of this complaint until we have considered your position on the matter. We therefore request that you provide within fifteen (15) days a written statement of your position on the matter. Telephone responses will not be accepted.

Your prompt attention to this complaint will be appreciated and will serve to reduce the efforts that we both must expend in order to resolve this matter.

Please excuse the use of this form letter; we find that this is the most efficient and economical means to ascertain your position and to promptly resolve this matter.

Very truly yours,

Complaint Analyst
Consumer Division



The International Astrological Association

John F. Ford - President

The World's Largest Astrological Society

4626 Cleveland Avenue North

Canton, Ohio 44709

(216) 494-4282

File

Dear John Doe,

We have received your post card dated January 18th. This was received by us on January 25th. Also, we have received correspondence from the Attorney General's office stating that you have not received merchandise ordered from us.

We apologize if we have mishandled your order, but due to misfiling or other human error, we cannot locate your order out of the thousands received. All orders received are listed on our microfilm in zip code sequence. Do you have the same zip code number now as when you placed your order?

We are enclosing a stamped business reply envelope herewith. Please rush us your complete birth information and the exact name of the horoscope you ordered and we will be happy to process your order immediately upon receipt of same.

We hope the above will be satisfactory to you.

Sincerely,

Mary Knight

Mary Knight
Public Relations

cc: State of
Office of Attorney General

Attn: Consumer Division

BICENTENNIAL PERSONALIZED FLAG
PUBLIC INFORMATION PACKAGE

Table of Contents	Page
A. Background	2
B. PCA Information	3
C. Marketing Method	4
D. Product Description	5
E. Future Projects	5

Appendices

1. Biographies	6
2. Surname Reference Material (Historical)	8

CHAPTER 4.

NEGOTIATING

There have been many books written on the art of negotiating. After reading the books, somehow you get the feeling that negotiating is the end itself rather than a means to the end. Negotiating is a time consuming activity. Although it is very important, do not spend a lot of time in this area until you are sure that you need the item you are negotiating for. As a general rule, we will enter into preliminary negotiations with a supplier when we are doing the preliminary work on the product. The purpose of preliminary negotiations is to determine a reasonable estimate of the market price and the scarcity of the sources of supply. We do not enter into any serious negotiations until after we have tested the product. At this point we have an estimate of the market response and profit margin. Prior to testing you are just guessing. If you spend too much time in the negotiation process, you will be wasting your valuable resources on a product that ultimately may not be marketed.

Before entering into serious negotiations you must always determine the point at which you will walk away from the deal. This one item can save you needless hassle and, of course, time. You can determine this point by preparing a set of guidelines so that you and the individual with whom you are negotiating know where they fit into the entire scheme of things. Figures 35 and 36 show our standards for division of cost and profit for direct response promotions. These items and the appropriate percentages are taken into account as we negotiate any deal. We initially tried to negotiate using these exact percentages of profit but found that using a percentage of profit had many drawbacks. Therefore, we now use the information as a guide for determining contribution and ultimately work out a straight royalty percentage on gross sales. This is a very straightforward and easy method to calculate and reach agreement on. Before your meeting, review the items in Figures 35 and 36 with the individual with whom you are negotiating. By doing this, you avoid the situation where he enters the meeting with a posture where he feels he is rare and valuable and full of unrealistic or very high expectations. By using this approach you are able to show that this deal is part of a multitude of things that you are doing and that you are not relying solely on it. By approaching the negotiations in a logical and businesslike manner, you will not give the appearance of being anxious. If you do project an anxiousness in the negotiations the other party will soon sense it and he will have the upper hand in extracting a higher price for his product or services.

Another prime objective of our negotiations is to strive to work out a deal that will result in a lasting relationship. Any deal that is worked out that is not good for both parties, namely one in which only one party will make money, will not be a long-lasting relationship. The deal must be fair for both parties. I prefer to negotiate with people that I know because they are already familiar with my guidelines and how I operate. The one key item in dealing with people on a lasting basis is that they know you are a man of your word. If you are in fact a man of your word and have a good track record, negotiations go much smoother, because they know you are not just blowing off steam. If they do not believe what you are saying, you cannot strike a deal. Certainly during the negotiations you should never do anything that might take away from a man's pride,

such as indicating that his ideas are stupid. Treat him with respect. Always avoid conversations where emotions take over, because sometimes in the heat of emotion things can be said that can ultimately hurt a lasting relationship.

Negotiating Techniques

Some of the techniques that we use in our negotiations are:

1. The good guy-bad guy technique.

At this stage of the negotiations, you know the point at which you are willing to walk away from the deal but the man with whom you are negotiating does not. This man also should know the point at which he will walk away from the deal. Therefore, by using the good guy-bad guy technique you are able to estimate how badly he wants the deal. So "the bad guy" pushes for a hard bargain, whereas, the good guy can always back off from the bad guy's position and bring the negotiations back to a point short of killing the deal.

2. Always work for a compromise. This works out beautifully in the good guy-bad guy technique.

3. Always throw in things that you can eventually take out to satisfy the other side.

4. Start out at a price lower than what you are ultimately willing to pay.

5. Use "canned anger" at strategic points. This technique is a variation of the good guy-bad guy technique, and is generally a trait of the bad guy. However, I have seen canned anger successfully used by the good guy.

The last three items are used when the negotiations are beginning to break down. If the person with whom you are negotiating continues to have an unreasonable position, reverse the tables on him. That is, ask the question: "If you think that is such a good deal, then you take the deal you just offered me." Generally this will bring him to a more reasonable position. If he still does not come around, then turn down his demands reluctantly with the excuse that either you do not have the money or it is against your policy to do so. At least in this case, if you cannot negotiate a deal, you can at least preserve the relationship for future dealings. You can also indicate to him that he is not the only supplier and that you will go out and either get competitive pricing or another supplier. If in fact there are no other suppliers of the product, you could always indicate to him that you will develop your own product. Although this is costly and time consuming, if the market is strong enough and he is unreasonable enough, it may be well worth your while to develop your own product.

Much more could be written about negotiating. If you strive for a lasting relationship and do in fact accomplish it, you will have few business enemies. A business enemy can hurt you more than you can imagine. The mail order business has its ups and its downs. There are times when you in fact do need good friends. If you have dealt with your suppliers and your competitors in a firm but fair manner, you will find they will not kick you when the chips are down. However, if you screw an individual with malice, rubbing salt in the wound wherever you can, he will patiently wait until the times comes when you trip. When that time comes—look out. The key lesson here is to deal with people just as you wish to be dealt with yourself. Don't be a Santa Claus, but on the other hand, don't be greedy.

THE PUBLISHING CORPORATION OF AMERICA, INC.

STANDARDS FOR DIVISION OF COSTS
AND PROFITS FOR DIRECT RESPONSE PROMOTIONS

<u>Profit Division</u>	<u>Percent</u>
1. Product concept	5.5
2. Product development	5.5
3. Sales promotion concept	5.5
4. Sales promotion development	5.5
5. Media concept and development	11.5
6. Capital risk	33.5
7. Liability	9
8. Customer service and responsibility	9
9. Fulfillment responsibility	<u>15</u>
	<u>100.0</u>

Intangible Costs

1. G. & A.
2. List depletion allowance
3. Finders fee

Direct Costs

1. List usage
2. Material
3. Direct labor
4. Promotion cost
5. Portion of overhead

SEE EXAMPLE (FIGURE 36)

EXAMPLE

Assume a person provides Items 1 - 4. The royalty earned would be 22% of the gross profit. Assume 100,000 units are sold at a selling price of \$9.95. Assume overhead at \$20,000 per month and product life of six months.

Assume the following direct costs:

Bank charges and bad checks	\$.02
Mail Room	.13
Data Entry	.16
Print mail label	.01
Carrier envelope	.06
Stuff and zip sort	.06
Postage	.18
Book	1.50
Refund	.03
White Mail	.10
Advertising	<u>4.00</u>
Total Direct Cost	\$6.25

Total sales 100,000 x \$9.95	\$995,000
Less direct costs 100,000 x \$6.25	<u>625,000</u>
	\$370,000
Less 50% of overhead - 6 months	<u>60,000</u>
	\$310,000
Less royalty @ 22%	<u>78,100</u>
Gross Profit P.C.A.	<u>\$231,900</u>

CHAPTER 5.

PRODUCTION OF PRINTED, AUDIO AND VISUAL MATERIAL

A. Communication Through Print

The printed media are the major means of communication for advertising, so we must be prepared to use the method effectively. Our main objectives are to attract attention to the message, present it so it is easy to understand, and make an impression on the audience.

You'll soon see how in a few simple steps you can transform some rough copy and a few photos into a professional piece of graphic art. Reproduction of a typical ad follows these basic steps:

1. With typesetting and photography we convert the original design idea into a reproduceable image.
2. Transfer the image to the printer's plate.
3. Print the ad, letter, flyer, brochure, etc.

Typeface and Design

The first step in getting an ad in print is to have the copy typeset. Typeset copy looks more organized and professional. One of the reasons for this is the design or style of the typeface. Since Gutenberg invented the printing press in 1450, people have been designing type to fit every purpose.

Our aim in setting type is to make the copy more attractive and easier to read. Readability is important so the typeface we choose should be distinctive yet uncluttered; conventional, yet appealing. An unusual typeface may attract attention initially but if it is too exotic, too heavy or too hard to read, it will defeat the purpose of typesetting by making the message too hard to decipher and therefore turn off the reader. Most typesetters have catalogs with a variety of pleasing styles to choose from.

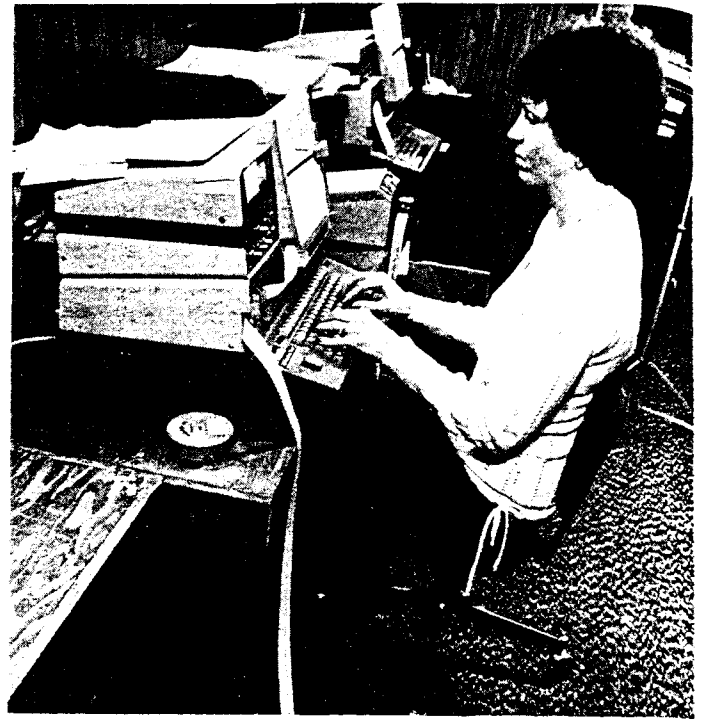
Another feature of typeset copy is that in the process of being set, the lines are *justified* to equal lengths. The paragraphs are all one width. There are no ragged edges, as in hand-typed copy. The lines you are reading are justified. The width of each line is measured in increments called *picas*. There are six picas to an inch.

Type size is measured in smaller increments called *points*. It takes 12 points to make a pica. Type that you commonly read in headlines or titles may be set in 24, 30, 42 point type or even larger (72 pt. type is one inch high).

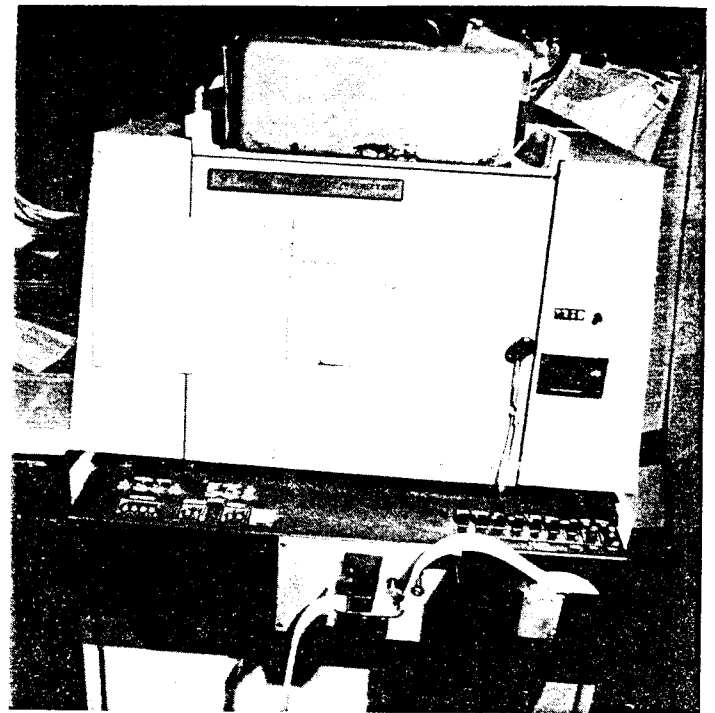
When specifying type for the typesetter, you must indicate the type style, point size, leading (space between lines, measured in points) and line width you desire. For example: Garamond, 8/9 point, 14 picas.

Phototypesetting

The system used by most modern typographers is phototypesetting. It is more efficient and much faster than earlier metal "foundry" typesetting methods, mainly because it is computerized. On a computerized keyboard, similar to an electric typewriter, the typist types the rough copy and at the same time specifies by code what type style, size and line length is wanted. All this information is recorded on a punched paper tape. The tape is fed into the typesetting unit of the computer at an incredible speed.



Copy and coding is recorded on punched paper tape.



A computer "reads" coded tape and projects finished copy on photo paper.

The computer then "reads" the coded tape and projects the finished, justified copy onto photo paper. The paper is developed to reveal the typeset copy, which will next be used by the paste-up artist to prepare the ad design.

In almost any typesetting job there will be errors, so it's necessary to proofread the copy at this time and make corrections.

In most instances you will be dealing with phototypesetting. But another method which was common before the advent of phototypesetting and is still in use, should be mentioned.

That is the actual three-dimensional metal type which is cast by hand or forged by a machine such as a Linotype, Monotype, or a Ludlow. This type is known as "hot" type, foundry, or three-dimensional type. The hot type process results in a solid lead plate with the type in relief on its surface. The plate is used on a letterpress for printing.

Paste-Up: The Ad Composition

Once all the written components of the design have been typeset, the next step is paste-up. All of the typeset copy and any accompanying photos or artwork are combined into an attractive layout by the artist. This layout is very important to how and what you want to communicate. The visual presentation of your message can certainly help to create the reactions and attitudes you want in the viewer.

For instance, an ad using a newspaper layout and format, and running full-page in the newspaper will help to relay a factual, informative approach to your products. With the ad looking like a regular newspaper article, as you have seen in the examples of our winning ads (Book II, Chapter 3), it will have more credibility with the reader.

Likewise, if you want a direct-mail message to have a very personal look, use the design of a hand-typed letter with the individual's own name in the salutation.

In any case, a complete layout is mounted on illustration boards exactly as it will appear in print. The boards are called "finished art" or "camera-ready art."



Finished copy and art are pasted up on illustration boards.

Ready For Reproduction

At this stage of production we can go in two basic directions: (1) mass publication of the material in newspapers and/or magazines or (2) mailing the material directly to potential customers.

Preparing For Newspapers

If the purpose is to buy space in a publication, the next and final step would be to make a screen print or "Velox" of the art board. This is a simple method of photographing the art board through a halftone screen so that any photographs will be reproduced in a very fine dot pattern.

Why do we need a dot pattern? The typical black and white photo has a whole range of gray tones from black to white, which the printer's ink won't show because the press only prints one color of ink at a time. Therefore, in making a Velox, the continuous gray tones are transformed into a tiny dot pattern when photographed through the screen.

The dot pattern, when printed, creates the illusion of continuous tone from white to black. Look closely at a newspaper photo or the photos in this book and you will see they are made up of tiny black dots of different intensities, rather than tones of gray. The Velox is then submitted to the publication, ready for their printing process.

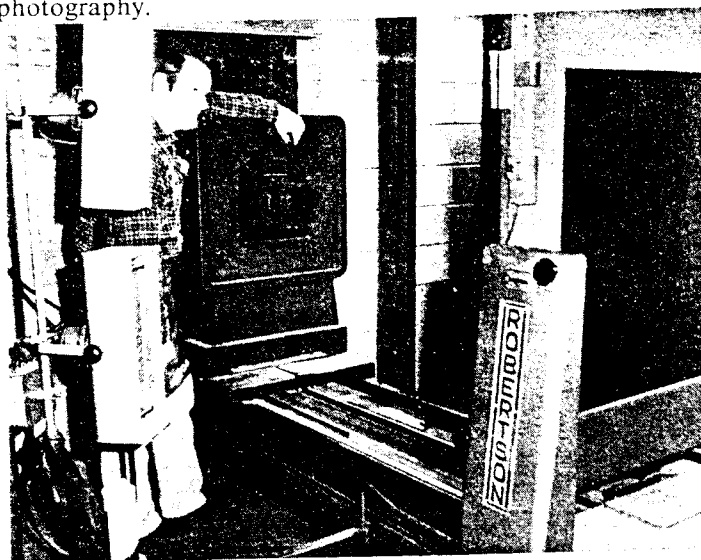
Mass Reproduction

If your purpose is direct mail, then the next stage is to get the design from the art board to the printing press. Since offset printing is most widely used, our explanation will focus on this method.

Photo-Conversion and Montage

Photo-conversion is making a film negative of the art board. As is the nature of the negative process, anything black or very dark on the art board will appear clear on the negative. Anything white will be opaque (letting no light through).

In the graphic arts, photo-conversion is done on a special "line camera". The line camera is very large and expensive. When starting out, you will probably have your camera work done by professionals who specialize in this area of photography.



A line camera makes a negative of the art board.

Montage is the name for assembling the negatives together. The negatives are stripped into proper position on a flat so that when the plate is made, they will be straight and in the right place. The flat is placed on top of the plate when the image is "burned".

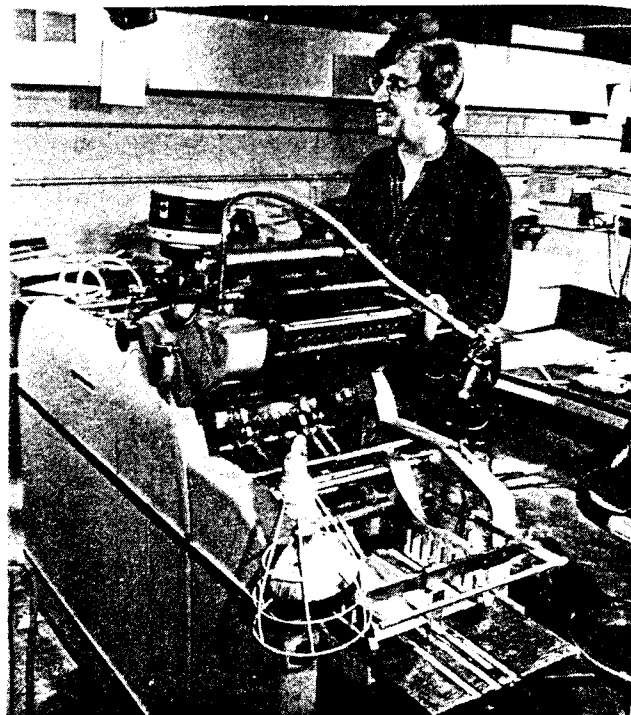
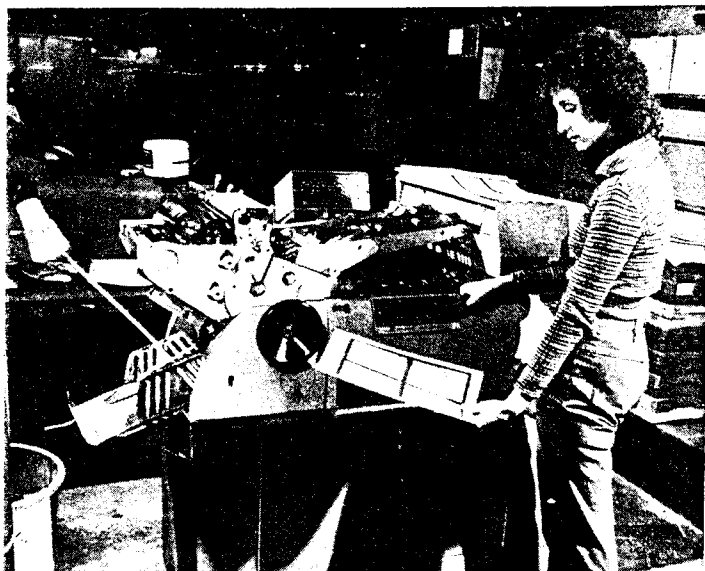


Negatives are put into position on a montage.

Plate Making And Offset Printing

The printer's plate is thin, flexible and light-sensitive. The flatted negative is placed on top of the plate and both are exposed to light. Since the image is in negative form, light reaches the plate only where the image is to be. The exposed plate is then chemically developed to show the image as we will see it on the printed page. That is to say, it is "right-reading" instead of reversed.

In the offset process the ink adheres to the image on the plate. Then it is transferred to a smooth rubber roller. At this point the image is reversed — backward. The paper passes over this roller and picks up the ink, and the image is again "right-reading".



A thin, flexible plate passes over a roller and picks up ink

This is a simple explanation of offset printing because a simple process. Many people have started their own pri business in their own homes with a small offset press. Mu the pre-press production can be done in the same way.

In summary, the graphic production of direct adver is fast, simple and flexible. Any or all steps can be done by depending on the equipment you own. Or, any of the along the way can be contracted out. Typesetting, p conversion, montage, plate-making and printing are sep components of the process that can be done by local fir

Because we require speed and confidentiality, we purchased our own equipment. My recommendatio equipment is as follows:

Item	Purchase Price	Maintenan Cost per yo
Composer or Phototypesetter	\$ 5,000	
Papermaster Machine	32,000	\$2,000
Offset press	2,400	900
Jogger	8,800	1,400
Cutter	300	
Waxer	4,000	
Folder	350	
		130

Ink Jet Imaging

Ink jet imaging is a form of printing which is used for mass production direct mail promotions which require a high degree of personalization.

This process utilizes a computer to print infinitely variable information in multiple type styles and sizes at the rate of 600 characters per second.

Ink jet imaging is a unique printing system developed by Mead Dijit™. Millions of ink droplets are sprayed per second into the paper without the use of engravings, printing plates or other conventional printing materials.

Because it works at computer speeds, it is possible to print a 350 page novel, cover to cover, in 37½ seconds. It prints 45,000 lines of variable information per minute or 36,000 standard promotional letters per hour. The flag promotion letter in Book II, Chapter 3 is an example of an imaged letter.

Although this method is very fast and effective for large mass mailings, it requires more lead time for testing and ultimate rollout than usual printed promotions. This method requires more time because a computer program must be written and computer forms must be ordered and printed. It is not uncommon for a small test of 2,000 to take from 6 to 8 weeks just to mail. In addition to the longer lead time, the testing costs are at least 10 times greater than normal tests.

To avoid the high test costs and to shorten the test lead time, you can simulate the ink jet image system on an ordinary automatic typewriter. In a matter of 2 weeks you can print and mail personalized letters without the high costs of printing forms and computer programming. If the test is successful, you have reasonable assurances of success; therefore, a willingness to spend the additional testing dollars. For more information on this process, contact UARCO in Chicago or Mead Dijit in Dayton, Ohio.

Computer Letters

Another variation of the ink jet imaging method is the computer letter. This method utilizes a computer to match the printing of a pre-printed form letter and fill in the missing or variable information. The entire letter is not printed on the computer, only the variable information; hence, it is called match & fill computer letters. Since only the variable information is printed by the computer, you must design the letter in such a way that the letter does not look like a form letter. For example, if you were inserting a person's last name as the variable information onto a preprinted form, you would want the letter to look like this:

...and as an additional bonus, Mr. Fox, you can select from...

Not this:

...And as an additional bonus, Mr. Fox, you can select from....

Since you must plan for short names (variable) like Fox as well as long names (variable) like Whittingham, it is important that the letter be planned so that the variables occur at the end of a line or paragraph.

It is also important that the computer printing and pre-printed forms printing match exactly. If your potential

customer feels that he is receiving a form letter instead of a personal letter, your response will surely suffer.

Used properly, a computer letter can be very effective. There are many suppliers that can provide you with computer letters. To obtain a list of companies look in the direct mail directory section of *Direct Marketing Magazine*.

B. Using Television

Let's say you want to supplement your newspaper or direct mail advertising with a TV commercial. Or maybe you have a new product idea with lots of appeal that you think would lend itself effectively to television.

If you want to reach a lot of people in a personal way, television might be the medium to use. Your message will reach more people faster than most media and has the advantage of showing the product in action.

Choosing An Agency

Nearly all TV ad production is handled by an experienced advertising agency. Producing commercials is a bit more complicated than other media so it is always best to start working with the professionals.

Once you've decided to go with TV, you must find an agency you can trust — one that has done successful work with television spots. Ask to see account references or samples of successful TV campaigns they have produced.

You, as the client, will sit down with the agency representative to determine the strong points of your product and to begin to discuss ideas. The agency should help determine how to best present the product in a visual format. The copy will be written and in most cases presented visually on a story board.

A story board is a series of frames, or still drawings of what the commercial will look like and how it will progress along with the corresponding script. All of this is, of course, subject to your approval.

When the concepts have been decided upon, and the commercial planned out on the story board, the agency will contact film production houses for bids on the actual making of the commercial.

The cost of production usually includes the talent, props, studio time and crew fees. The cost of studio time per hour varies widely depending on the complexity of the production and the individual studio. The *least* you can expect to pay for a quality production is \$50 per studio hour.

The Message Itself

Because a commercial message is so short (usually 10, 20, 30, or 60 seconds), you must keep the message simple and compact. Disregard the least important ideas. Keep only the good ones. The copy will do the selling. One good angle on a new product, or a new way of looking at an old one may be all it takes to sell the product.

If the copy does the selling, it's the commercial's job to motivate the customer to buy. So it's important to keep the production quality high, as it will reflect the quality of your product.

An amateurish production will only detract from the message. The viewer will be so distracted by the obvious lack of professionalism that he won't hear the real message. Use professional talent behind the camera and in front of it. Use an announcer or actor that fits the part; someone who will attract the prospective buying audience. The ad agency or the talent production company will usually secure professional talent with your approval.

Structure Of The Commercial

Most advertisers agree that the 60-second commercial spot has the maximum impact on the audience. It is long enough to show the most important and persuasive elements of the product and short enough not to be boring. A 60-second spot may cost more than a shorter ad but it is probably worth it. If used properly, that one minute can be exciting and effective.

The 30-second spot has only 80 percent of the impact of a one-minute spot but it costs half as much. Therefore, the shorter ad is better for a limited budget if you don't mind sacrificing some of its effectiveness. Whatever the length of the spot, the first five or ten seconds are the most crucial. This is when the viewer chooses to become involved in the message or "tune" it out. These moments should be impressive and exciting to get the maximum use of the medium.

Commercial Standards

One last word on the broadcasters code of advertising ethics. Before a station or network accepts your advertisement, they will usually judge its content according to their own local standards and The National Association of Broadcasters code. If the commercial is in their opinion misleading, distasteful, or does not comply with their standards, they have the authority to reject it.

C. Radio Production

Radio has impact. It is fast, powerful and direct. Messages produced for radio must follow this same pattern.

Most radio commercials are 10, 30 or 60 seconds in length. The average listener, even when paying close attention, recalls only the last 7 seconds of what he heard. That's important to keep in mind when you're writing a commercial. You will pay perhaps \$1 per second on some stations. But the listener, at best, will only remember the last 7 seconds.

There is a big advertising trend now to get an established face — or in the case of radio, an established voice — to endorse your product. In certain cases the "right" person has considerably boosted sales. In other cases the advertiser is stuck with faltering sales and a fat talent fee.

The type of talent that you want is one of the first things you will have to consider when producing a radio commercial. The bigger the name, the more you will pay. Possibly \$5,000 or more for one 60-second commercial, if you use the services of a talent agency. On a local basis, you could get by for as little as \$5 or \$10 per voice.

Many radio and television advertisers insist on a jingle with all their commercials. It is sort of a verbal I.D. The cost of professionally producing a jingle runs at least several hundred dollars. They are recorded on tapes with various "beds" to insert copy of a pre-determined length.

As yet, there is no real evidence that expensive jingles help to boost sales. Quite the contrary, sometimes a jingle can be too prominent and outshine your sales message. A jingle or copy that is too cute calls attention to itself. People remember the ad but not the product. It's a fatal mistake when a customer walks into a store and says, "I can't think of the brand, but I can hum the commercial."

Keep in mind that most radio advertisers with cute jingles are not in the business of direct response selling. If they were, most of them would have starved long ago. But since you will be in the direct response business, I will gear the discussion to producing a direct response commercial.

Before spending a lot of money in unnecessary production costs, you may want to try a piece of straight copy. It may not be glamorous or cute but it could be your best means of testing radio as a direct response medium.

An announcer averages about 3 words per second. That gives you approximately 30 words for a 10-second spot, 90 words for a 30-second spot and 180 words for a 60-second spot. There is no question your message has got to be short and directly to the point. Of course you want the advertiser's name or the product name in the commercial — at least once in a 10-second spot, twice in a 30-second spot and three times in a 60-second spot. Give the listener all the benefits of your product in the body of the commercial. Tell him why he's got to have it. But don't use any more words than you have to. Even with 60 seconds, you've only got about 180 words.

What you want the listener to do has got to be in the last 7 seconds — or 21 words — of your spot. Stop at . . . Buy . . . Mail If you have a special sale date, special hours, special location, anything important, make sure it's included in the tail end.

Some people insist on using phone numbers in their commercials. Forget it. Radio listeners are not armed with paper and pencil, and they don't remember much of what they hear. An address is all right, if your name isn't well known. Maybe even, "We're in the yellow pages." But don't waste your time and money on phone numbers in radio commercials.

Here's a trick you might want to try. It is commonly used and quite effective in helping listeners remember the most important part of the message. Let's say an advertiser has a 30 second spot. That's approximately 90 words. Perhaps 75 or 80 words will be pre-recorded. Then a live "tag" is added. That means another voice comes in with an additional 10 or 15 words. "Shop at the Waterfront tonight until 9" or "All First City Banks will close at noon tomorrow for Christmas weekend." The tag, generally, is what listeners will remember.

CHAPTER 6.

MONEY

This section is a very important section of this book. Why? If you are going to get rich, you are going to have to acquire money. If you are going to acquire money, you had better know something about it. Besides knowing how to get it, you have to know how much you need to accomplish what you want to do and how to protect your investment. To begin to understand money, a short course in economics is essential, which I will now provide.

First of all, money was introduced to mankind as a convenience factor. That is, money was simply introduced to facilitate the logistics involved in barter. At first men exchanged such things as cattle for bushels of wheat. This got to be a hassle and would only allow them to exchange with select people — those people who had the product they want and vice-versa. So instead, men traded the fruits of their labors which was something of equal value, that is, intrinsic value, but easier to carry around and store, such as gold and silver. Then came the third stage of barter facilitation. Governments came in and said you don't want to have such things with intrinsic values such as gold and silver on your possession or stored in your home, so I will store it for you and give you a certificate that will allow you to reclaim it. That's how we got paper money. They have even gone one step further and issued paper money that has no gold or silver backing. I guess you would call this funny money at this point. Now, all the problems in economics stem from the fact that when governments start turning on the printing presses and printing more money without the backing of gold and silver, the value of the money becomes lower. Even if you don't have people trying to cash it in for gold and silver, flooding the market with unbacked money cannot overcome the law of supply and demand.

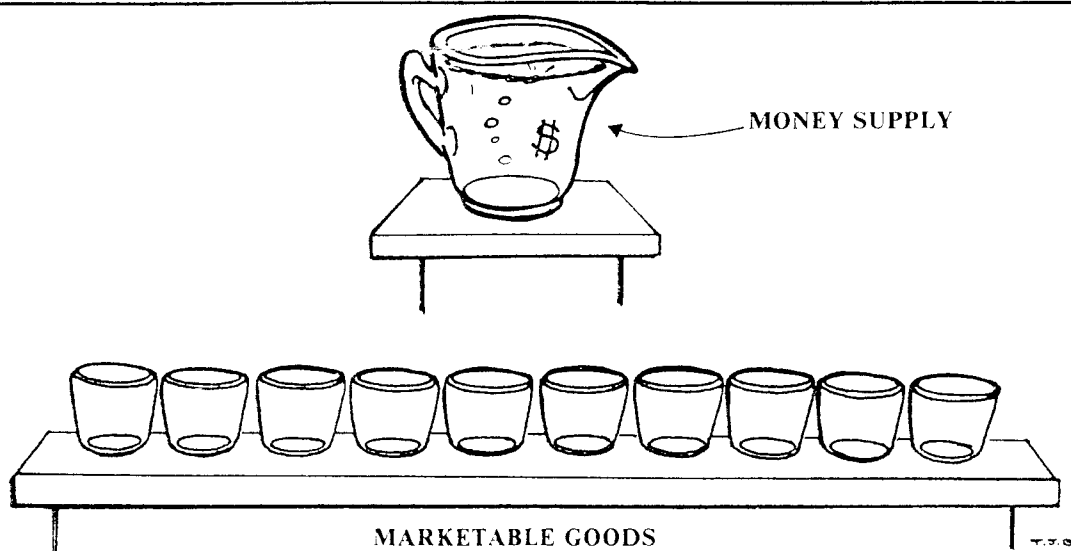
Now there are many ways inflation occurs besides governments just printing money with no backing of intrinsic value. Credit is a form of inflation. In other words, spending money that doesn't exist and paying people to produce unmarketable goods is also a form of inflation. The following is a simple inflation index formula which is the heart of an

economics system. The price level of goods and services is equal to the money supply (that amount of money in the hands of the people) divided by available marketable goods and services.

The word "marketable" is important. You can produce all the unmarketable goods you want and that won't count. People won't buy them and they won't be bidding for them. Everybody's going to be bidding and spending on the goods that they want — in other words, the marketable goods. That's why things like public works projects do not work.

Let's use this example: Say the government pays a million people to produce a million sets of horsehair underwear. Say the government paid them a hundred dollars apiece to make each set. That's a hundred million dollars paid out to a million people. Now we've just introduced a hundred million dollars on the economy. We now have a million people with a hundred dollars in their pockets who are going to go out and buy goods. Now the fact is that nobody wants horsehair underwear so it's not going to sell. Nobody is going to buy it or bid on it. So now you have the same amount of marketable goods but more money. When you divide the number of marketable goods or services (which excludes the horsehair underwear) into the money supply (which is now increased by a hundred million), you have increased the price level index. Why? Because the guy who sells the nice soft, cotton underwear is now going to have a million more people trying to buy his cotton underwear. The law of supply and demand takes over. The supply remains the same, demand is greater, prices go up.

Think of it this way. Say you had a pitcher of water, which equals the money supply, and a hundred cups with each cup representing a marketable good or service. The horsehair underwear will also be represented by some cups. When you take the money supply represented by the water in the pitcher and pour it into the cups you exclude the cups represented by the horsehair underwear. The extra money supply represented by the amount you paid the people to produce the horsehair underwear is included in the water pitcher. The water level of each of the remaining marketable goods represented by cups is going to be higher. There is much more to economics than that of course, but that is the guts of it. If you understand that, you understand more than 99% of the people in the country do.



G. PERSONAL PROPERTY				H. LOCATIONS OF IMPORTANT DOCUMENTS			
		Cost	½ Cost (Market value)	Category	Item - Location		
1.	TV's	_____	_____	1.	Will	_____	
2.	Stereos	_____	_____	2.	Deeds	_____	
3.	Refrigerators	_____	_____	3.	Insurance Policies	_____	
4.	Freezers	_____	_____	4.	Stocks	_____	
5.	Furniture	_____	_____	5.	Bonds	_____	
6.	Tools	_____	_____	6.	Titles	_____	
7.	Clothing	_____	_____	7.	Other	_____	
8.	Jewelry	_____	_____				
9.	Guns	_____	_____				
10.	Cameras	_____	_____				
11.	Clothes, washer and dryer	_____	_____				
12.	Ranges	_____	_____				
13.	Furs	_____	_____				
14.	Miscellaneous	_____	_____				
Total		15. _____	16. _____				

J. COMMODITIES				I. TRUSTS			
Description	Location	Lots	Val./Lot	Total Value	Trustee	Type	Amount
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
1. Total				_____			

L. STOCKS				K. SAVINGS ACCOUNTS		
Company		Value		Financial Institution	% Interest Paid	Total Amount
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
1. Total		_____		1. Total _____		

M. BONDS			
Type	Interest %	Present Value	Maturity Value
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Total		1. _____	2. _____

N. INSURANCE								Benefits or	Cash Sur-
Date	Nature	Company	Agent	Insured	Beneficiary	Type	Policy No.	Face Value	render Value
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
1. Total								_____	_____

The second most important thing to understand about money is compound interest. Compound interest is the key to investing and savings so as to overcome inflation. People who understand compound interest are very rare indeed. Those who do understand it have a huge advantage over their fellow man. The unique tables that I derived and produced by computer here give you that big advantage. They allow you to analyze and plan and make the right moves moneywise.

This section includes compound interest tables (Table A) for loans from six months to 40 years for varying annual interest rates from .05% to 30%. It also includes Table B, which contains one amount-interest compounded daily for amounts invested from six months to 40 years for varying annual interest rates from .05% to 11%.

How To Look Up Table Factor

All Table Factors are given by number of years and interest rate. To find the Table Factor for 3 years and 5.45% interest, find the page containing 5.45%, find the column headed by 5.45%, scan down the column until you come to row headed by 3 years. This is the Table Factor for 3 years and 5.45%.

EXAMPLE TABLE:

Yrs.	5.25	5.30	5.35	5.40	5.45	5.50
.5	.169228	.169252	.169276	.169301	.169325	.169350
1.0	.085722	.085745	.085767	.085790	.085813	.085836
1.5	.057893	.057915	.057938	.057960	.057983	.058005
2.0	.043983	.044005	.044028	.044050	.044073	.044095
2.5	.035641	.035663	.035686	.035708	.035731	.035753
3.0	.030083	.030105	.030128	.030150	.030173	.030195

Table Factor for 3 years
and 5.45% interest

CONVENTIONAL LOAN MONTHLY PAYMENT

Example 1: What are the monthly payments on a conventional \$20,000, twenty year loan, at 7.00% annual interest?

Note: Table A is used to find monthly payments on loans.

Step 1 - Find Table A Factor.

Table A Factor = .00775299

= .00775 (rounded)

Five positions of Table A Factor is usually adequate.

Step 2 - Amount of Loan = \$20,000.

Step 3 - Multiply the Table A Factor times the Amount of Loan. This equals the monthly payments.

Table A Factor	.007753
x Amount of Loan	x 20,000
Monthly Payments	155.06

Answer: Monthly Payment = \$155.06

CONVENTIONAL LOAN INTEREST RATE

Example 2: What is the interest rate on a conventional \$20,000 twenty-year loan, with monthly payments of \$155.06?

Step 1 - Find the Table A Factor by following Steps 2 to 4.

Step 2 - Amount of Loan = \$20,000.

Step 3 - Monthly Payments = \$155.06.

Step 4 - Divide Amount of Loan into Monthly Payments. This gives you the Table A Factor.

	Table A Factor	.00775
Amount of Loan) Monthly Payments	\$20,000) \$155.06000

Table A Factor = .00775

Note: Division only has to be carried out five places in order to find the Table A Factor in most cases.

Step 5 - Locate 20 years in the years column (far left) of Table A.

Step 6 - Place a straight edge under the number 20. Scan across this row until you find Table A Factor .00775299 which corresponds to Table A Factor .00775 in Step 4.

Step 7 - The interest rate will be found at the top of the page directly above the Table A Factor .00775299.

Answer: Annual Interest Rate = 7.00%

CONVENTIONAL LOAN UNPAID BALANCE INTEREST MONTHLY PAYMENT

Example 3: What would be the monthly payment on a ten year \$8,000 loan with .75% (3/4%) interest rate on the unpaid balance?

Step 1 - Convert .75% to an annual interest rate by multiplying it by 12 (number of months in a year).

$$\begin{array}{r} .75\% \\ \times 12 \\ \hline 150 \\ 75 \\ \hline 9.00\% \end{array}$$

Annual Interest Rate = 9.00%

Step 2 - Find Table A Factor.

Table A Factor = .01266758

= .01267 (rounded)

Step 3 - Amount of Loan = \$8,000.

Step 4 - Multiply the Table A Factor times the Amount of Loan. This equals the Monthly Payments.

Table A Factor	.01267
x Amount of Loan	x 8000
Monthly Payments	101.36

Answer: Monthly Payment = \$101.36

TOTAL COST OF INTEREST ON LOAN

Example 4: What would the total cost of the interest on the previous loan (referring to Ex. 3) be?

Step 1 - Find the total cost of the loan by following Steps 2 to 4.

Step 2 - Monthly Payments = \$101.36 (Answer to Ex. 3).

Step 3 - Find the number of months of the loan by multiplying the number of years of the loan times 12 (number of months in a year).

$$\begin{array}{r} 10 \text{ years} \\ \times 12 \text{ months per year} \\ \hline 120 \text{ months} \end{array}$$

Number of Months = 120

Step 4 - The Total Cost of the loan equals the Monthly Payments times the Number of Months of the Loan.

Monthly Payments	101.36
x No. of Months of Loan	x 120
	12,163.20

Total Cost of Loan = \$12,163.20

Step 5 - Amount of Loan = \$8,000 (from Ex. 3).

Step 6 - The Total Cost of Interest for the loan equals the Total Cost of the Loan minus the Amount of the Loan.

Total Cost of Loan	12,163.20
- Amount of Loan	- 8,000.00
Total Cost of Interest	4,163.20

Answer: Total Cost of Interest = \$4,163.20

SMALL LOAN MONTHLY PAYMENTS

Example 5: What would the monthly payments be on a small \$1,300 2-year loan with the following interest breakdown; 28% on 0 - \$500, 16% on \$500 - \$1,000, and 10% on \$1,000 - \$2,000.

Note: Table A is used to find the monthly payments on loans.

Step 1 - Find the annual interest rate by following Steps 2 to 5.

Step 2 - Out of your \$1,300 loan you have \$500 at 28%, \$500 at 16%, and \$300 at 10%.

Step 3 - Multiply the first amount (\$500) times its interest (28%), multiply the second amount (\$500) times its interest rate (16%) and multiply the third rate (\$300) times its interest rate (10%).

(1.)	(2.)	(3.)
\$ 500	\$ 500	\$ 300
x 28.00%	x 16.00%	x 10.00%
\$ 14,000	\$ 8,000	\$ 3,000

Step 4 - Add the Answers of the above three multiplications.

$$\begin{array}{r} 14,000 \\ 8,000 \\ + 3,000 \\ \hline 25,000 \end{array}$$

Step 5 - The Annual Interest Rate Equals the Amount of the Loan divided into the answer of

$$\frac{\text{Annual Int. Rate}}{\text{Amt. of Loan } \div \text{Answer Step 4}} = \frac{1}{1,300 \div 25,000}$$

Annual Interest Rate = 19.23%

(rounded to the nearest interest rate = **19.25%**)

Step 6 - Find Table A Factor.

Table A Factor = .05053 (rounded).

Step 7 - The Table A Factor times the Annual Interest Rate equals the Monthly Payments.

Table A Factor	
x Amount of Loan	x
Monthly Payments	

Answer: Monthly Payments = \$65.69

SMALL LOAN MONTHLY PAYMENTS

Example 6: What would the monthly payments be on a small \$800 one-year loan with the following interest breakdown; 26% on 0 - \$500, 14% on \$500 - \$1,000?

Note: Table A is used to find the monthly payments on loans.

Step 1 - Find the Annual Interest Rate by following Steps 2 to 4.

Step 2 - Out of the \$800 loan you have \$500 at 26% and \$300 at 14%.

Step 3 - Multiply the first amount (\$500) times its interest (26%), multiply the second amount (\$300) times its interest (14%).

(1.)	(2.)
\$ 500	\$ 300
x 26	x 14
13,000	4,200

Step 4 - Add the answer of the above two multiplications.

$$\begin{array}{r} 13,000 \\ + 4,200 \\ \hline 17,200 \end{array}$$

Step 5 - The Annual Interest Rate equals the Amount of the Loan divided into the answer of

Annual Interest Rate = 21.50%

Step 7 - The Table A Factor times the Amount of Loan equals the Monthly Payments.

Answer: Monthly Payments = \$74.68

ONE AMOUNT — INTEREST COMPOUNDED DAILY

Note: Table B is used when the interest on your savings or investments are compounded daily.

Step 3 - The Total Amount Saved equals the Table B Factor times the Amount of Money Deposited.

Answer: Total Amount= \$4,918.90

**MONTHLY DEPOSITS — INTEREST
COMPOUNDED CONTINUOUSLY OR DAILY**

Note: Table F is used when the interest rate on your savings or investments is compounded continuously or daily. The difference is so slight only one table is used.

Step 3 - The Total Amount equals the Table F Factor times the monthly deposit.

Answer: Total Amount = \$3,065.90

YEARS*	.65*	.10*	.15*	.20*	.25*	.30*	.35*	.40*
5	1.66062336	1.66716011	1.66740571	1.66764336	1.66788111	1.66812291	1.66837091	1.66862781
1.0	1.08335534	1.08337885	1.08340118	1.08342349	1.08344578	1.08346807	1.08349036	1.08351265
1.5	1.08355782	1.08358133	1.08360384	1.08362635	1.08364886	1.08367137	1.08369388	1.08371639
2.0	1.08376031	1.08378382	1.08380633	1.08382884	1.08385135	1.08387386	1.08389637	1.08391888
2.5	1.08396330	1.08398681	1.08400932	1.08403183	1.08405434	1.08407685	1.08409936	1.08412187
3.0	1.08417486	1.08419837	1.08422088	1.08424339	1.08426590	1.08428841	1.08431092	1.08433343
4.0	1.08438398	1.08440749	1.08443000	1.08445251	1.08447502	1.08449753	1.08452004	1.08454255
5.0	1.08459156	1.08461507	1.08463758	1.08466009	1.08468260	1.08470511	1.08472762	1.08475013
6.0	1.08480311	1.08482662	1.08484913	1.08487164	1.08489415	1.08491666	1.08493917	1.08496168
7.0	1.08497322	1.08499673	1.08501924	1.08504175	1.08506426	1.08508677	1.08510928	1.08513179
8.0	1.08515189	1.08517540	1.08519791	1.08522042	1.08524293	1.08526544	1.08528795	1.08531046
9.0	1.08532247	1.08534598	1.08536849	1.08539100	1.08541351	1.08543602	1.08545853	1.08548104
10.0	1.08549164	1.08551515	1.08553766	1.08556017	1.08558268	1.08560519	1.08562770	1.08565021
11.0	1.08566972	1.08569323	1.08571574	1.08573825	1.08576076	1.08578327	1.08580578	1.08582829
12.0	1.08584830	1.08587181	1.08589432	1.08591683	1.08593934	1.08596185	1.08598436	1.08600687
13.0	1.08602688	1.08605039	1.08607290	1.08609541	1.08611792	1.08614043	1.08616294	1.08618545
14.0	1.08620494	1.08622845	1.08625096	1.08627347	1.08629598	1.08631849	1.08634100	1.08636351
15.0	1.08640200	1.08642551	1.08644802	1.08647053	1.08649304	1.08651555	1.08653806	1.08656057
16.0	1.08655906	1.08658257	1.08660508	1.08662759	1.08665010	1.08667261	1.08669512	1.08671763
17.0	1.08677466	1.08679817	1.08682068	1.08684319	1.08686570	1.08688821	1.08691072	1.08693323
18.0	1.08695324	1.08697675	1.08699926	1.08702177	1.08704428	1.08706679	1.08708930	1.08711181
19.0	1.08713036	1.08715387	1.08717638	1.08719889	1.08722140	1.08724391	1.08726642	1.08728893
20.0	1.08734698	1.08737049	1.08739300	1.08741551	1.08743802	1.08746053	1.08748304	1.08750555
21.0	1.08752310	1.08754661	1.08756912	1.08759163	1.08761414	1.08763665	1.08765916	1.08768167
22.0	1.08770022	1.08772373	1.08774624	1.08776875	1.08779126	1.08781377	1.08783628	1.08785879
23.0	1.08792634	1.08794985	1.08797236	1.08799487	1.08801738	1.08803989	1.08806240	1.08808491
24.0	1.08816146	1.08818497	1.08820748	1.08822999	1.08825250	1.08827501	1.08829752	1.08832003
25.0	1.08839854	1.08842205	1.08844456	1.08846707	1.08848958	1.08851209	1.08853460	1.08855711
26.0	1.08862864	1.08865215	1.08867466	1.08869717	1.08871968	1.08874219	1.08876470	1.08878721
27.0	1.08883864	1.08886215	1.08888466	1.08890717	1.08892968	1.08895219	1.08897470	1.08899721
28.0	1.08904864	1.08907215	1.08909466	1.08911717	1.08913968	1.08916219	1.08918470	1.08920721
29.0	1.08921864	1.08924215	1.08926466	1.08928717	1.08930968	1.08933219	1.08935470	1.08937721
30.0	1.08942864	1.08945215	1.08947466	1.08949717	1.08951968	1.08954219	1.08956470	1.08958721
31.0	1.08963864	1.08966215	1.08968466	1.08970717	1.08972968	1.08975219	1.08977470	1.08979721
32.0	1.08984864	1.08987215	1.08989466	1.08991717	1.08993968	1.08996219	1.08998470	1.08999721
33.0	1.09005864	1.09008215	1.09010466	1.09012717	1.09014968	1.09017219	1.09019470	1.09021721
34.0	1.09026864	1.09029215	1.09031466	1.09033717	1.09035968	1.09038219	1.09040470	1.09042721
35.0	1.09047864	1.09050215	1.09052466	1.09054717	1.09056968	1.09059219	1.09061470	1.09063721
36.0	1.09064864	1.09067215	1.09069466	1.09071717	1.09073968	1.09076219	1.09078470	1.09080721
37.0	1.09085864	1.09088215	1.09090466	1.09092717	1.09094968	1.09097219	1.09099470	1.09101721
38.0	1.09106864	1.09109215	1.09111466	1.09113717	1.09115968	1.09118219	1.09120470	1.09122721
39.0	1.09127864	1.09130215	1.09132466	1.09134717	1.09136968	1.09139219	1.09141470	1.09143721
40.0	1.09154864	1.09157215	1.09159466	1.09161717	1.09163968	1.09166219	1.09168470	1.09170721

Table A Conventional Loans

YEARS*	.45*	.50*	.55*	.60*	.65*	.70*	.75*	.80*
5	1.66885524	1.66949111	1.66984594	1.66988594	1.66982791	1.67006931	1.67031631	1.67055181
1.0	1.08353625	1.08355976	1.08358227	1.08360478	1.08362729	1.08364980	1.08367231	1.08369482
1.5	1.08373874	1.08376225	1.08378476	1.08380727	1.08382978	1.08385229	1.08387480	1.08389731
2.0	1.08394023	1.08396374	1.08398625	1.08400876	1.08403127	1.08405378	1.08407629	1.08409880
2.5	1.08414172	1.08416523	1.08418774	1.08421025	1.08423276	1.08425527	1.08427778	1.08430029
3.0	1.08434321	1.08436672	1.08438923	1.08441174	1.08443425	1.08445676	1.08447927	1.08450178
4.0	1.08454470	1.08456821	1.08459072	1.08461323	1.08463574	1.08465825	1.08468076	1.08470327
5.0	1.08474619	1.08476970	1.08479221	1.08481472	1.08483723	1.08485974	1.08488225	1.08490476
6.0	1.08494768	1.08497119	1.08499370	1.08501621	1.08503872	1.08506123	1.08508374	1.08510625
7.0	1.08514917	1.08517268	1.08519519	1.08521770	1.08524021	1.08526272	1.08528523	1.08530774
8.0	1.08535066	1.08537417	1.08539668	1.08541919	1.08544170	1.08546421	1.08548672	1.08550923
9.0	1.08555215	1.08557566	1.08559817	1.08562068	1.08564319	1.08566570	1.08568821	1.08571072
10.0	1.08575364	1.08577715	1.08579966	1.08582217	1.08584468	1.08586719	1.08588970	1.08591221
11.0	1.08595513	1.08597864	1.08599815	1.08602066	1.08604317	1.08606568	1.08608819	1.08611070
12.0	1.08615662	1.08618013	1.08620264	1.08622515	1.08624766	1.08627017	1.08629268	1.08631519
13.0	1.08635811	1.08638162	1.08640413	1.08642664	1.08644915	1.08647166	1.08649417	1.08651668
14.0	1.08655960	1.08658311	1.08660562	1.08662813	1.08665064	1.08667315	1.08669566	1.08671817
15.0	1.08676109	1.08678460	1.08680711	1.08682962	1.08685213	1.08687464	1.08689715	1.08691966
16.0	1.08696258	1.08698609	1.08700860	1.08703111	1.08705362	1.08707613	1.08709864	1.08712115
17.0	1.08716407	1.08718758	1.08721009	1.08723260	1.08725511	1.08727762	1.08730013	1.08732264
18.0	1.08736556	1.08738907	1.08741158	1.08743409	1.08745660	1.08747911	1.08750162	1.08752413
19.0	1.08756705	1.08759056	1.08761307	1.08763558	1.08765809	1.08768060	1.08770311	1.08772562
20.0	1.08776854	1.08779205	1.08781456	1.08783707	1.08785958	1.08788209	1.08790460	1.08792711
21.0	1.08796903	1.08799254	1.08801505	1.08803756	1.08806007	1.08808258	1.08810509	1.08812760
22.0	1.08812908	1.08815259	1.08817510	1.08819761	1.08822012	1.08824263	1.08826514	1.08828765
23.0	1.08833057	1.08835408	1.08837659	1.08839910	1.08842161	1.08844412	1.08846663	1.08848914
24.0	1.08853206	1.08855557	1.08857808	1.08860059	1.08862310	1.08864561	1.08866812	1.08869063
25.0	1.08873355	1.08875706	1.08877957	1.08880208	1.08882459	1.08884710	1.08886961	1.08889212
26.0	1.08893504	1.08895855	1.08898106	1.08900357	1.08902608	1.08904859	1.08907110	1.08909361
27.0	1.08913653	1.08916004	1.08918255	1.08920506	1.08922757	1.08925008	1.08927259	1.08929510
28.0	1.08933802	1.08936153	1.08938404	1.08940655	1.08942906	1.08945157	1.08947408	1.08949659
29.0	1.08953951	1.08956302	1.08958553	1.08960804	1.08963055	1.08965306	1.08967557	1.08969808
30.0	1.08974100	1.08976451	1.08978702	1.08980953	1.08983204	1.08985455	1.08987706	1.08989957
31.0	1.08994249	1.08996600	1.08998851	1.09001102	1.09003353	1.09005604	1.09007855	1.09010106
32.0	1.09014398	1.09016749	1.09018999	1.09021250	1.09023501	1.09025752	1.09028003	1.09030254
33.0	1.09034547	1.09036898	1.09039149	1.09041400	1.09043651	1.09045902	1.09048153	1.09050404
34.0	1.09054696	1.09057047	1.09059298	1.09061549	1.09063800	1.09066051	1.09068302	1.09070553
35.0	1.09074845	1.09077196	1.09079447	1.09081698	1.09083949	1.09086200	1.09088451	1.09090702
36.0	1.09094994	1.09097345	1.09099596	1.09101847	1.09104098	1.09106349	1.09108600	1.09110851
37.0	1.09115143	1.09117494	1.09119745	1.09122000	1.09124251	1.09126502	1.09128753	1.09131004
38.0	1.09135292	1.09137643	1.09139894	1.09142145	1.09144396	1.09146647	1.09148898	1.09151149
39.0	1.09155441	1.09157792	1.09160043	1.09162294	1.09164545	1.09166796	1.09169047	1.09171298
40.0	1.09171597	1.09173948	1.09176199	1.09178450	1.09180701	1.09182952	1.09185203	1.09187454

YEARS	4.05%	4.10%	4.15%	4.20%	4.25%	4.30%	4.35%
5	1.0845095	1.0866539	1.0888982	1.0912480	1.0937081	1.0962731	1.0989366
10	1.0851276	1.0873160	1.0895603	1.0918624	1.0943264	1.0969561	1.0997568
15	1.0857381	1.0879722	1.0902604	1.0926106	1.0951306	1.0978352	1.1007199
20	1.0863478	1.0886295	1.0909647	1.0934631	1.0961428	1.0990185	1.1020861
25	1.0869584	1.0892945	1.0916795	1.0943434	1.0972008	1.1002565	1.1035148
30	1.0875700	1.0899507	1.0923855	1.0952888	1.0983469	1.1015960	1.1050438
35	1.0881826	1.0906079	1.0930925	1.0961316	1.0993000	1.1027322	1.1064824
40	1.0887962	1.0912666	1.0938011	1.0969849	1.1002702	1.1035206	1.1079359
45	1.0894108	1.0920374	1.0946218	1.0979566	1.1012764	1.1046782	1.1095044
50	1.0899999	1.0929499	1.0955841	1.0990662	1.1023142	1.1058945	1.1105909
55	1.0905909	1.0938999	1.0965841	1.0999999	1.1033777	1.1071333	1.1123000
60	1.0911826	1.0945499	1.0972666	1.1009999	1.1043777	1.1083333	1.1140333
65	1.0917750	1.0951499	1.0979166	1.1019999	1.1053777	1.1094333	1.1157666
70	1.0923683	1.0957499	1.0985166	1.1029999	1.1063777	1.1104333	1.1175000
75	1.0929626	1.0963499	1.0991166	1.1039999	1.1073777	1.1114333	1.1192333
80	1.0935569	1.0969499	1.0997166	1.1049999	1.1083777	1.1124333	1.1219666
85	1.0941512	1.0975499	1.1003166	1.1059999	1.1093777	1.1134333	1.1247000
90	1.0947455	1.0981499	1.1011166	1.1069999	1.1103777	1.1144333	1.1274333
95	1.0953398	1.0987499	1.1017166	1.1079999	1.1113777	1.1154333	1.1301666
100	1.0959341	1.0993499	1.1023166	1.1089999	1.1123777	1.1164333	1.1329000
105	1.0965284	1.0999499	1.1029166	1.1099999	1.1133777	1.1174333	1.1356333
110	1.0971227	1.1005499	1.1035166	1.1109999	1.1143777	1.1184333	1.1383666
115	1.0977170	1.1011499	1.1041166	1.1119999	1.1153777	1.1194333	1.1411000
120	1.0983113	1.1017499	1.1047166	1.1129999	1.1163777	1.1204333	1.1438333
125	1.0989056	1.1023499	1.1053166	1.1139999	1.1173777	1.1214333	1.1465666
130	1.0994999	1.1029499	1.1059166	1.1149999	1.1183777	1.1224333	1.1493000
135	1.0999999	1.1035499	1.1065166	1.1159999	1.1193777	1.1234333	1.1520333
140	1.1005942	1.1041499	1.1071166	1.1169999	1.1203777	1.1244333	1.1547666
145	1.1011885	1.1047499	1.1077166	1.1179999	1.1213777	1.1254333	1.1575000
150	1.1017828	1.1053499	1.1083166	1.1189999	1.1223777	1.1264333	1.1602333
155	1.1023771	1.1059499	1.1089166	1.1199999	1.1233777	1.1274333	1.1629666
160	1.1029714	1.1065499	1.1095166	1.1209999	1.1243777	1.1284333	1.1657000
165	1.1035657	1.1071499	1.1101166	1.1219999	1.1253777	1.1294333	1.1684333
170	1.1041600	1.1077499	1.1107166	1.1229999	1.1263777	1.1304333	1.1711666
175	1.1047543	1.1083499	1.1113166	1.1239999	1.1273777	1.1314333	1.1739000
180	1.1053486	1.1089499	1.1119166	1.1249999	1.1283777	1.1324333	1.1766333
185	1.1059429	1.1095499	1.1125166	1.1259999	1.1293777	1.1334333	1.1793666
190	1.1065372	1.1101499	1.1131166	1.1269999	1.1303777	1.1344333	1.1821000
195	1.1071315	1.1107499	1.1137166	1.1279999	1.1313777	1.1354333	1.1848333
200	1.1077258	1.1113499	1.1143166	1.1289999	1.1323777	1.1364333	1.1875666
205	1.1083201	1.1119499	1.1149166	1.1299999	1.1333777	1.1374333	1.1903000
210	1.1089144	1.1125499	1.1155166	1.1309999	1.1343777	1.1384333	1.1930333
215	1.1095087	1.1131499	1.1161166	1.1319999	1.1353777	1.1394333	1.1957666
220	1.1101030	1.1137499	1.1167166	1.1329999	1.1363777	1.1404333	1.1985000
225	1.1106973	1.1143499	1.1173166	1.1339999	1.1373777	1.1414333	1.2012333
230	1.1112916	1.1149499	1.1179166	1.1349999	1.1383777	1.1424333	1.2039666
235	1.1118859	1.1155499	1.1185166	1.1359999	1.1393777	1.1434333	1.2067000
240	1.1124802	1.1161499	1.1191166	1.1369999	1.1403777	1.1444333	1.2094333
245	1.1130745	1.1167499	1.1197166	1.1379999	1.1413777	1.1454333	1.2121666
250	1.1136688	1.1173499	1.1203166	1.1389999	1.1423777	1.1464333	1.2149000
255	1.1142631	1.1179499	1.1209166	1.1399999	1.1433777	1.1474333	1.2176333
260	1.1148574	1.1185499	1.1215166	1.1409999	1.1443777	1.1484333	1.2203666
265	1.1154517	1.1191499	1.1221166	1.1419999	1.1453777	1.1494333	1.2231000
270	1.1160460	1.1197499	1.1227166	1.1429999	1.1463777	1.1504333	1.2258333
275	1.1166403	1.1203499	1.1233166	1.1439999	1.1473777	1.1514333	1.2285666
280	1.1172346	1.1209499	1.1239166	1.1449999	1.1483777	1.1524333	1.2313000
285	1.1178289	1.1215499	1.1245166	1.1459999	1.1493777	1.1534333	1.2340333
290	1.1184232	1.1221499	1.1251166	1.1469999	1.1503777	1.1544333	1.2367666
295	1.1190175	1.1227499	1.1257166	1.1479999	1.1513777	1.1554333	1.2395000
300	1.1196118	1.1233499	1.1263166	1.1489999	1.1523777	1.1564333	1.2422333
305	1.1202061	1.1239499	1.1269166	1.1499999	1.1533777	1.1574333	1.2449666
310	1.1208004	1.1245499	1.1275166	1.1509999	1.1543777	1.1584333	1.2477000
315	1.1213947	1.1251499	1.1281166	1.1519999	1.1553777	1.1594333	1.2504333
320	1.1219890	1.1257499	1.1287166	1.1529999	1.1563777	1.1604333	1.2531666
325	1.1225833	1.1263499	1.1293166	1.1539999	1.1573777	1.1614333	1.2559000
330	1.1231776	1.1269499	1.1299166	1.1549999	1.1583777	1.1624333	1.2586333
335	1.1237719	1.1275499	1.1305166	1.1559999	1.1593777	1.1634333	1.2613666
340	1.1243662	1.1281499	1.1311166	1.1569999	1.1603777	1.1644333	1.2641000
345	1.1249605	1.1287499	1.1317166	1.1579999	1.1613777	1.1654333	1.2668333
350	1.1255548	1.1293499	1.1323166	1.1589999	1.1623777	1.1664333	1.2695666
355	1.1261491	1.1299499	1.1329166	1.1599999	1.1633777	1.1674333	1.2723000
360	1.1267434	1.1305499	1.1335166	1.1609999	1.1643777	1.1684333	1.2750333
365	1.1273377	1.1311499	1.1341166	1.1619999	1.1653777	1.1694333	1.2777666
370	1.1279320	1.1317499	1.1347166	1.1629999	1.1663777	1.1704333	1.2805000
375	1.1285263	1.1323499	1.1353166	1.1639999	1.1673777	1.1714333	1.2832333
380	1.1291206	1.1329499	1.1359166	1.1649999	1.1683777	1.1724333	1.2859666
385	1.1297149	1.1335499	1.1365166	1.1659999	1.1693777	1.1734333	1.2887000
390	1.1303092	1.1341499	1.1371166	1.1669999	1.1703777	1.1744333	1.2914333
395	1.1309035	1.1347499	1.1377166	1.1679999	1.1713777	1.1754333	1.2941666
400	1.1314978	1.1353499	1.1383166	1.1689999	1.1723777	1.1764333	1.2969000
405	1.1320921	1.1359499	1.1389166	1.1699999	1.1733777	1.1774333	1.2996333
410	1.1326864	1.1365499	1.1395166	1.1709999	1.1743777	1.1784333	1.3023666
415	1.1332807	1.1371499	1.1401166	1.1719999	1.1753777	1.1794333	1.3051000
420	1.1338750	1.1377499	1.1407166	1.1729999	1.1763777	1.1804333	1.3078333
425	1.1344693	1.1383499	1.1413166	1.1739999	1.1773777	1.1814333	1.3105666
430	1.1350636	1.1389499	1.1419166	1.1749999	1.1783777	1.1824333	1.3133000
435	1.1356579	1.1395499	1.1425166	1.1759999	1.1793777	1.1834333	1.3160333
440	1.1362522	1.1401499	1.1431166	1.1769999	1.1803777	1.1844333	1.3187666
445	1.1368465	1.1407499	1.1437166	1.1779999	1.1813777	1.1854333	1.3215000
450	1.1374408	1.1413499	1.1443166	1.1789999	1.1823777	1.1864333	1.3242333
455	1.1380351	1.1419499	1.1449166	1.1799999	1.1833777	1.1874333	1.3269666
460	1.1386294	1.1425499	1.1455166	1.1809999	1.1843777	1.1884333	1.3297000
465	1.1392237	1.1431499	1.1461166	1.1819999	1.1853777	1.1894333	1.3324333
470	1.1398180	1.1437499	1.1467166	1.1829999	1.1863777	1.1904333	1.3351666
475	1.1404123	1.1443499	1.1473166	1.1839999	1.1873777	1.1914333	1.3379000
480	1.1410066	1.1449499	1.1479166	1.1849999	1.1883777	1.1924333	1.3406333
485	1.1416009	1.1455499	1.1485166	1.1859999	1.1893777	1.1934333	1.3433666
490	1.1421952	1.1461499	1.1491166	1.1869999	1.1903777	1.1944333	1.3461000
495	1.1427895	1.1467499	1.1497166	1.1879999	1.1913777	1.1954333	1.3488333
500	1.1433838	1.1473499	1.1503166	1.1889999	1.1923777	1.1964333	1.3515666
505	1.1439781	1.1479499	1.1509166	1.1899999	1.1933777	1.1974333	1.3543000
510	1.1445724	1.1485499	1.1515166	1.1909999	1.1943777	1.1984333	1.3570333
515	1.1451667	1.1491499	1.1521166	1.1919999	1.1953777	1.1994333	1.3597666
520	1.1457610	1.1497499	1.1527166	1.1929999	1.1963777	1.2004333	1.3625000
525	1.1463553	1.1503499	1.1533166	1.1939999	1.1973777	1.2014333	1.3652333
530	1.1469496	1.1509499	1.1539166	1.1949999	1.1983777	1.2024333	1.3679666
535	1.1475439	1.1515499	1.1545166	1.1959999	1.1993777	1.2034333	1.3707000
540	1.1481382	1.1521499	1.1551166	1.1969999	1.2003777	1.2044333	1.3734333
545	1.1487325	1.1527499	1.1557166	1.1979999	1.2013777	1.2054333	1.3761666
550	1.1493268	1.1533499	1.1563166	1.1989999	1.2023777	1.2064333	1.3789000
555	1.1499211	1.1539499	1.1569166	1.1999999	1.2033777	1.2074333	1.3816333
560	1.1505154	1.1545499	1.1575166	1.2009999	1.2043777	1.2084333	1.3843666
565</							

YEARS	4.5%	4.50%	4.55%	4.60%	4.65%	4.70%	4.75%	4.80%
5	1.6883651	1.6880095	1.6885845	1.6890904	1.6894334	1.6895880	1.6894328	1.6900179
10	0.8335565	0.8337851	0.8350040	0.8354014	0.8354728	0.8354718	0.8354706	0.8349295
15	0.0573325	0.0575575	0.05757817	0.05760063	0.05762310	0.0576557	0.05766806	0.0576054
20	0.04362594	0.043647818	0.04367014	0.04369247	0.04371481	0.04373716	0.04375951	0.04371838
25	0.03523558	0.035305088	0.03532819	0.03535051	0.03537283	0.03539517	0.03541751	0.03543937
30	0.02972458	0.029746924	0.02976927	0.02979164	0.02981401	0.02983639	0.02985878	0.02988116
40	0.02274068	0.022803045	0.02282600	0.02284854	0.02287105	0.02289364	0.02291622	0.02293881
50	0.01862029	0.018643024	0.018665876	0.018688852	0.01871171	0.01873410	0.01875691	0.01877974
60	0.01585105	0.015874038	0.01589703	0.01592005	0.01594318	0.01596614	0.01598922	0.01601313
70	0.01387692	0.013900116	0.01392343	0.01394677	0.01397003	0.01399333	0.01401676	0.01404012
80	0.012339972	0.012362323	0.012384678	0.012407035	0.012429395	0.012451758	0.012474174	0.01250642
90	0.01125379	0.011277599	0.01130142	0.011325298	0.011349148	0.01137310	0.01139705	0.01142103
100	0.01039376	0.01036488	0.01038776	0.01041211	0.01043651	0.01046092	0.01048477	0.01050906
110	0.00959435	0.009561873	0.00964314	0.009692778	0.00974659	0.009771653	0.009784175	0.009795784
120	0.00897542	0.00890008	0.00904738	0.00904932	0.00907471	0.009099113	0.00912399	0.00914849
130	0.00845376	0.00847781	0.00850370	0.00852874	0.00855382	0.00857895	0.00860411	0.00862932
140	0.00800852	0.00803376	0.00805904	0.00808438	0.00810976	0.00813519	0.00816065	0.00818617
150	0.00762440	0.00764938	0.00767551	0.00770114	0.00772632	0.0077524	0.00777832	0.00780444
160	0.00728994	0.00731576	0.00734163	0.00736755	0.00739351	0.00741955	0.00744563	0.00747177
170	0.00696376	0.006922474	0.00694863	0.00697485	0.00697112	0.00697759	0.00697383	0.00697026
180	0.00673866	0.006702524	0.00678969	0.00681620	0.00684277	0.00686939	0.00689607	0.00692291
190	0.00650611	0.006532694	0.00655942	0.00658622	0.00661308	0.00663988	0.00666688	0.00669402
200	0.00629994	0.006326499	0.00635511	0.00638600	0.00640706	0.00643406	0.006464224	0.006494574
210	0.00611393	0.006141178	0.00616847	0.00619585	0.006223149	0.006250794	0.00627836	0.006305999
220	0.00594634	0.00597386	0.00600145	0.00602910	0.00605681	0.00608462	0.00611248	0.00614041
230	0.00579942	0.00582721	0.00585004	0.00587801	0.00590602	0.00593400	0.00596255	0.005990473
240	0.00565618	0.00568425	0.00571234	0.00574081	0.00576890	0.00579776	0.00582570	0.005854219
250	0.00552998	0.00555832	0.00558674	0.00561524	0.00564391	0.00567276	0.00570170	0.00572997
260	0.00541443	0.00544304	0.00547173	0.00550050	0.00552935	0.00555877	0.00558772	0.005616549
270	0.00530833	0.00533720	0.00536616	0.00539521	0.00542438	0.00545353	0.00548281	0.00551217
280	0.00521056	0.00523980	0.00526902	0.00529833	0.00532772	0.00535720	0.00538675	0.00541639
290	0.00512953	0.00514931	0.00517942	0.00520900	0.00523866	0.00526840	0.00529823	0.00532814
300	0.00503719	0.00506688	0.00509660	0.00512644	0.00515637	0.00518634	0.00521637	0.00524655
350	0.00470165	0.004732573	0.00476358	0.00479469	0.00482599	0.00485714	0.00488845	0.00492005
400	0.00446356	0.004495638	0.00452782	0.004560011	0.00459239	0.00462487	0.00465744	0.00469009

[illegible]

[illegible]

Table A Conventional Loans			
YEARS	6.05%	6.10%	ANNUAL INTEREST RATE 6.15% 6.20% 6.25% 6.30% 6.35%
1.0	.00000000	.00000000	.00000000
2.0	.00000000	.00000000	.00000000
3.0	.00000000	.00000000	.00000000
4.0	.00000000	.00000000	.00000000
5.0	.00000000	.00000000	.00000000
6.0	.00000000	.00000000	.00000000
7.0	.00000000	.00000000	.00000000
8.0	.00000000	.00000000	.00000000
9.0	.00000000	.00000000	.00000000
10.0	.00000000	.00000000	.00000000
11.0	.00000000	.00000000	.00000000
12.0	.00000000	.00000000	.00000000
13.0	.00000000	.00000000	.00000000
14.0	.00000000	.00000000	.00000000
15.0	.00000000	.00000000	.00000000
16.0	.00000000	.00000000	.00000000
17.0	.00000000	.00000000	.00000000
18.0	.00000000	.00000000	.00000000
19.0	.00000000	.00000000	.00000000
20.0	.00000000	.00000000	.00000000
21.0	.00000000	.00000000	.00000000
22.0	.00000000	.00000000	.00000000
23.0	.00000000	.00000000	.00000000
24.0	.00000000	.00000000	.00000000
25.0	.00000000	.00000000	.00000000
26.0	.00000000	.00000000	.00000000
27.0	.00000000	.00000000	.00000000
28.0	.00000000	.00000000	.00000000
29.0	.00000000	.00000000	.00000000
30.0	.00000000	.00000000	.00000000
35.0	.00000000	.00000000	.00000000
40.0	.00000000	.00000000	.00000000

[illegible]

TABLE A. CONVENTIONAL LOANS								
YEAR*	5-25*	5-30*	5-35*	5-40*	5-45*	5-50*	5-55*	5-60*
1	16.6224038	16.9257518	16.9276998	16.9301686	16.9325595	16.9350046	16.9373998	16.9398366
5	16.5224038	16.8257518	16.8276998	16.8301686	16.8325595	16.8350046	16.8373998	16.8398366
10	16.4224038	16.7257518	16.7276998	16.7301686	16.7325595	16.7350046	16.7373998	16.7398366
15	16.3224038	16.6257518	16.6276998	16.6301686	16.6325595	16.6350046	16.6373998	16.6398366
20	16.2224038	16.5257518	16.5276998	16.5301686	16.5325595	16.5350046	16.5373998	16.5398366
25	16.1224038	16.4257518	16.4276998	16.4301686	16.4325595	16.4350046	16.4373998	16.4398366
30	16.0224038	16.3257518	16.3276998	16.3301686	16.3325595	16.3350046	16.3373998	16.3398366
35	15.9224038	16.2257518	16.2276998	16.2301686	16.2325595	16.2350046	16.2373998	16.2398366
40	15.8224038	16.1257518	16.1276998	16.1301686	16.1325595	16.1350046	16.1373998	16.1398366
45	15.7224038	16.0257518	16.0276998	16.0301686	16.0325595	16.0350046	16.0373998	16.0398366
50	15.6224038	15.9257518	15.9276998	15.9301686	15.9325595	15.9350046	15.9373998	15.9398366
55	15.5224038	15.8257518	15.8276998	15.8301686	15.8325595	15.8350046	15.8373998	15.8398366
60	15.4224038	15.7257518	15.7276998	15.7301686	15.7325595	15.7350046	15.7373998	15.7398366
65	15.3224038	15.6257518	15.6276998	15.6301686	15.6325595	15.6350046	15.6373998	15.6398366
70	15.2224038	15.5257518	15.5276998	15.5301686	15.5325595	15.5350046	15.5373998	15.5398366
75	15.1224038	15.4257518	15.4276998	15.4301686	15.4325595	15.4350046	15.4373998	15.4398366
80	15.0224038	15.3257518	15.3276998	15.3301686	15.3325595	15.3350046	15.3373998	15.3398366
85	14.9224038	15.2257518	15.2276998	15.2301686	15.2325595	15.2350046	15.2373998	15.2398366
90	14.8224038	15.1257518	15.1276998	15.1301686	15.1325595	15.1350046	15.1373998	15.1398366
95	14.7224038	15.0257518	15.0276998	15.0301686	15.0325595	15.0350046	15.0373998	15.0398366
100	14.6224038	14.9257518	14.9276998	14.9301686	14.9325595	14.9350046	14.9373998	14.9398366
105	14.5224038	14.8257518	14.8276998	14.8301686	14.8325595	14.8350046	14.8373998	14.8398366
110	14.4224038	14.7257518	14.7276998	14.7301686	14.7325595	14.7350046	14.7373998	14.7398366
115	14.3224038	14.6257518	14.6276998	14.6301686	14.6325595	14.6350046	14.6373998	14.6398366
120	14.2224038	14.5257518	14.5276998	14.5301686	14.5325595	14.5350046	14.5373998	14.5398366
125	14.1224038	14.4257518	14.4276998	14.4301686	14.4325595	14.4350046	14.4373998	14.4398366
130	14.0224038	14.3257518	14.3276998	14.3301686	14.3325595	14.3350046	14.3373998	14.3398366
135	13.9224038	14.2257518	14.2276998	14.2301686	14.2325595	14.2350046	14.2373998	14.2398366
140	13.8224038	14.1257518	14.1276998	14.1301686	14.1325595	14.1350046	14.1373998	14.1398366
145	13.7224038	14.0257518	14.0276998	14.0301686	14.0325595	14.0350046	14.0373998	14.0398366
150	13.6224038	13.9257518	13.9276998	13.9301686	13.9325595	13.9350046	13.9373998	13.9398366
155	13.5224038	13.8257518	13.8276998	13.8301686	13.8325595	13.8350046	13.8373998	13.8398366
160	13.4224038	13.7257518	13.7276998	13.7301686	13.7325595	13.7350046	13.7373998	13.7398366
165	13.3224038	13.6257518	13.6276998	13.6301686	13.6325595	13.6350046	13.6373998	13.6398366
170	13.2224038	13.5257518	13.5276998	13.5301686	13.5325595	13.5350046	13.5373998	13.5398366
175	13.1224038	13.4257518	13.4276998	13.4301686	13.4325595	13.4350046	13.4373998	13.4398366
180	13.0224038	13.3257518	13.3276998	13.3301686	13.3325595	13.3350046	13.3373998	13.3398366
185	12.9224038	13.2257518	13.2276998	13.2301686	13.2325595	13.2350046	13.2373998	13.2398366
190	12.8224038	13.1257518	13.1276998	13.1301686	13.1325595	13.1350046	13.1373998	13.1398366
195	12.7224038	13.0257518	13.0276998	13.0301686	13.0325595	13.0350046	13.0373998	13.0398366
200	12.6224038	12.9257518	12.9276998	12.9301686	12.9325595	12.9350046	12.9373998	12.9398366
205	12.5224038	12.8257518	12.8276998	12.8301686	12.8325595	12.8350046	12.8373998	12.8398366
210	12.4224038	12.7257518	12.7276998	12.7301686	12.7325595	12.7350046	12.7373998	12.7398366
215	12.3224038	12.6257518	12.6276998	12.6301686	12.6325595	12.6350046	12.6373998	12.6398366
220	12.2224038	12.5257518	12.5276998	12.5301686	12.5325595	12.5350046	12.5373998	12.5398366
225	12.1224038	12.4257518	12.4276998	12.4301686	12.4325595	12.4350046	12.4373998	12.4398366
230	12.0224038	12.3257518	12.3276998	12.3301686	12.3325595	12.3350046	12.3373998	12.3398366
235	11.9224038	12.2257518	12.2276998	12.2301686	12.2325595	12.2350046	12.2373998	12.2398366
240	11.8224038	12.1257518	12.1276998	12.1301686	12.1325595	12.1350046	12.1373998	12.1398366
245	11.7224038	12.0257518	12.0276998	12.0301686	12.0325595	12.0350046	12.0373998	12.0398366
250	11.6224038	11.9257518	11.9276998	11.9301686	11.9325595	11.9350046	11.9373998	11.9398366
255	11.5224038	11.8257518	11.8276998	11.8301686	11.8325595	11.8350046	11.8373998	11.8398366
260	11.4224038	11.7257518	11.7276998	11.7301686	11.7325595	11.7350046	11.7373998	11.7398366
265	11.3224038	11.6257518	11.6276998	11.6301686	11.6325595	11.6350046	11.6373998	11.6398366
270	11.2224038	11.5257518	11.5276998	11.5301686	11.5325595	11.5350046	11.5373998	11.5398366
275	11.1224038	11.4257518	11.4276998	11.4301686	11.4325595	11.4350046	11.4373998	11.4398366
280	11.0224038	11.3257518	11.3276998	11.3301686	11.3325595	11.3350046	11.3373998	11.3398366
285	10.9224038	11.2257518	11.2276998	11.2301686	11.2325595	11.2350046	11.2373998	11.2398366
290	10.8224038	11.1257518	11.1276998	11.1301686	11.1325595	11.1350046	11.1373998	11.1398366
295	10.7224038	11.0257518	11.0276998	11.0301686	11.0325595	11.0350046	11.0373998	11.0398366
300	10.6224038	10.9257518	10.9276998	10.9301686	10.9325595	10.9350046	10.9373998	10.9398366
305	10.5224038	10.8257518	10.8276998	10.8301686	10.8325595	10.8350046	10.8373998	10.8398366
310	10.4224038	10.7257518	10.7276998	10.7301686	10.7325595	10.7350046	10.7373998	10.7398366
315	10.3224038	10.6257518	10.6276998	10.6301686	10.6325595	10.6350046	10.6373998	10.6398366
320	10.2224038	10.5257518	10.5276998	10.5301686	10.5325595	10.5350046	10.5373998	10.5398366
325	10.1224038	10.4257518	10.4276998	10.4301686	10.4325595	10.4350046	10.4373998	10.4398366
330	10.0224038	10.3257518	10.3276998	10.3301686	10.3325595	10.3350046	10.3373998	10.3398366
335	9.9224038	10.2257518	10.2276998	10.2301686	10.2325595	10.2350046	10.2373998	10.2398366
340	9.8224038	10.1257518	10.1276998	10.1301686	10.1325595	10.1350046	10.1373998	10.1398366
345	9.7224038	10.0257518	10.0276998	10.0301686	10.0325595	10.0350046	10.0373998	10.0398366
350	9.6224038	9.9257518	9.9276998	9.9301686	9.9325595	9.9350046	9.9373998	9.9398366
355	9.5224038	9.8257518	9.8276998	9.8301686	9.8325595	9.8350046	9.8373998	9.8398366
360	9.4224038	9.7257518	9.7276998	9.7301686	9.7325595	9.7350046	9.7373998	9.7398366
365	9.3224038	9.6257518	9.6276998	9.6301686	9.6325595	9.6350046	9.6373998	9.6398366
370	9.2224038	9.5257518	9.5276998	9.5301686	9.5325595	9.5350046	9.5373998	9.5398366
375	9.1224038	9.4257518	9.4276998	9.4301686	9.4325595	9.4350046	9.4373998	9.4398366
380	9.0224038	9.3257518	9.3276998	9.3301686	9.3325595	9.3350046	9.3373998	9.3398366
385	8.9224038	9.2257518	9.2276998	9.2301686	9.2325595	9.2350046	9.2373998	9.2398366
390	8.8224038	9.1257518	9.1276998	9.1301686	9.1325595	9.1350046	9.1373998	9.1398366
395	8.7224038	9.0257518	9.0276998	9.0301686	9.0325595	9.0350046	9.0373998	9.0398366
400	8.6224038	8.9257518	8.9276998	8.9301686	8.9325595	8.9350046	8.9373998	8.9398366

YEARS	8.45%	9.10%	9.75%	10.40%	11.05%	11.70%	12.35%	13.00%	13.65%	14.30%	14.95%	15.60%	16.25%	16.90%	17.55%	18.20%	18.85%	19.50%	20.15%	20.80%	21.45%	22.10%	22.75%	23.40%	24.05%	24.70%	25.35%	26.00%	26.65%	27.30%	27.95%	28.60%	29.25%	29.90%	30.55%	31.20%	31.85%	32.50%	33.15%	33.80%	34.45%	35.10%	35.75%	36.40%	37.05%	37.70%	38.35%	39.00%	39.65%	40.30%	40.95%	41.60%	42.25%	42.90%	43.55%	44.20%	44.85%	45.50%	46.15%	46.80%	47.45%	48.10%	48.75%	49.40%	50.05%	50.70%	51.35%	52.00%	52.65%	53.30%	53.95%	54.60%	55.25%	55.90%	56.55%	57.20%	57.85%	58.50%	59.15%	59.80%	60.45%	61.10%	61.75%	62.40%	63.05%	63.70%	64.35%	65.00%	65.65%	66.30%	66.95%	67.60%	68.25%	68.90%	69.55%	70.20%	70.85%	71.50%	72.15%	72.80%	73.45%	74.10%	74.75%	75.40%	76.05%	76.70%	77.35%	78.00%	78.65%	79.30%	79.95%	80.60%	81.25%	81.90%	82.55%	83.20%	83.85%	84.50%	85.15%	85.80%	86.45%	87.10%	87.75%	88.40%	89.05%	89.70%	90.35%	91.00%	91.65%	92.30%	92.95%	93.60%	94.25%	94.90%	95.55%	96.20%	96.85%	97.50%	98.15%	98.80%	99.45%	100.10%	100.75%	101.40%	102.05%	102.70%	103.35%	104.00%	104.65%	105.30%	105.95%	106.60%	107.25%	107.90%	108.55%	109.20%	109.85%	110.50%	111.15%	111.80%	112.45%	113.10%	113.75%	114.40%	115.05%	115.70%	116.35%	117.00%	117.65%	118.30%	118.95%	119.60%	120.25%	120.90%	121.55%	122.20%	122.85%	123.50%	124.15%	124.80%	125.45%	126.10%	126.75%	127.40%	128.05%	128.70%	129.35%	130.00%	130.65%	131.30%	131.95%	132.60%	133.25%	133.90%	134.55%	135.20%	135.85%	136.50%	137.15%	137.80%	138.45%	139.10%	139.75%	140.40%	141.05%	141.70%	142.35%	143.00%	143.65%	144.30%	144.95%	145.60%	146.25%	146.90%	147.55%	148.20%	148.85%	149.50%	150.15%	150.80%	151.45%	152.10%	152.75%	153.40%	154.05%	154.70%	155.35%	156.00%	156.65%	157.30%	157.95%	158.60%	159.25%	159.90%	160.55%	161.20%	161.85%	162.50%	163.15%	163.80%	164.45%	165.10%	165.75%	166.40%	167.05%	167.70%	168.35%	169.00%	169.65%	170.30%	170.95%	171.60%	172.25%	172.90%	173.55%	174.20%	174.85%	175.50%	176.15%	176.80%	177.45%	178.10%	178.75%	179.40%	180.05%	180.70%	181.35%	182.00%	182.65%	183.30%	183.95%	184.60%	185.25%	185.90%	186.55%	187.20%	187.85%	188.50%	189.15%	189.80%	190.45%	191.10%	191.75%	192.40%	193.05%	193.70%	194.35%	195.00%	195.65%	196.30%	196.95%	197.60%	198.25%	198.90%	199.55%	200.20%	200.85%	201.50%	202.15%	202.80%	203.45%	204.10%	204.75%	205.40%	206.05%	206.70%	207.35%	208.00%	208.65%	209.30%	209.95%	210.60%	211.25%	211.90%	212.55%	213.20%	213.85%	214.50%	215.15%	215.80%	216.45%	217.10%	217.75%	218.40%	219.05%	219.70%	220.35%	221.00%	221.65%	222.30%	222.95%	223.60%	224.25%	224.90%	225.55%	226.20%	226.85%	227.50%	228.15%	228.80%	229.45%	230.10%	230.75%	231.40%	232.05%	232.70%	233.35%	234.00%	234.65%	235.30%	235.95%	236.60%	237.25%	237.90%	238.55%	239.20%	239.85%	240.50%	241.15%	241.80%	242.45%	243.10%	243.75%	244.40%	245.05%	245.70%	246.35%	247.00%	247.65%	248.30%	248.95%	249.60%	250.25%	250.90%	251.55%	252.20%	252.85%	253.50%	254.15%	254.80%	255.45%	256.10%	256.75%	257.40%	258.05%	258.70%	259.35%	260.00%	260.65%	261.30%	261.95%	262.60%	263.25%	263.90%	264.55%	265.20%	265.85%	266.50%	267.15%	267.80%	268.45%	269.10%	269.75%	270.40%	271.05%	271.70%	272.35%	273.00%	273.65%	274.30%	274.95%	275.60%	276.25%	276.90%	277.55%	278.20%	278.85%	279.50%	280.15%	280.80%	281.45%	282.10%	282.75%	283.40%	284.05%	284.70%	285.35%	286.00%	286.65%	287.30%	287.95%	288.60%	289.25%	289.90%	290.55%	291.20%	291.85%	292.50%	293.15%	293.80%	294.45%	295.10%	295.75%	296.40%	297.05%	297.70%	298.35%	299.00%	299.65%	300.30%	300.95%	301.60%	302.25%	302.90%	303.55%	304.20%	304.85%	305.50%	306.15%	306.80%	307.45%	308.10%	308.75%	309.40%	310.05%	310.70%	311.35%	312.00%	312.65%	313.30%	313.95%	314.60%	315.25%	315.90%	316.55%	317.20%	317.85%	318.50%	319.15%	319.80%	320.45%	321.10%	321.75%	322.40%	323.05%	323.70%	324.35%	325.00%	325.65%	326.30%	326.95%	327.60%	328.25%	328.90%	329.55%	330.20%	330.85%	331.50%	332.15%	332.80%	333.45%	334.10%	334.75%	335.40%	336.05%	336.70%	337.35%	338.00%	338.65%	339.30%	339.95%	340.60%	341.25%	341.90%	342.55%	343.20%	343.85%	344.50%	345.15%	345.80%	346.45%	347.10%	347.75%	348.40%	349.05%	349.70%	350.35%	351.00%	351.65%	352.30%	352.95%	353.60%	354.25%	354.90%	355.55%	356.20%	356.85%	357.50%	358.15%	358.80%	359.45%	360.10%	360.75%	361.40%	362.05%	362.70%	363.35%	364.00%	364.65%	365.30%	365.95%	366.60%	367.25%	367.90%	368.55%	369.20%	369.85%	370.50%	371.15%	371.80%	372.45%	373.10%	373.75%	374.40%	375.05%	375.70%	376.35%	377.00%	377.65%	378.30%	378.95%	379.60%	380.25%	380.90%	381.55%	382.20%	382.85%	383.50%	384.15%	384.80%	385.45%	386.10%	386.75%	387.40%	388.05%	388.70%	389.35%	390.00%	390.65%	391.30%	391.95%	392.60%	393.25%	393.90%	394.55%	395.20%	395.85%	396.50%	397.15%	397.80%	398.45%	399.10%	399.75%	400.40%	401.05%	401.70%	402.35%	403.00%	403.65%	404.30%	404.95%	405.60%	406.25%	406.90%	407.55%	408.20%	408.85%	409.50%	410.15%	410.80%	411.45%	412.10%	412.75%	413.40%	414.05%	414.70%	415.35%	416.00%	416.65%	417.30%	417.95%	418.60%	419.25%	419.90%	420.55%	421.20%	421.85%	422.50%	423.15%	423.80%	424.45%	425.10%	425.75%	426.40%	427.05%	427.70%	428.35%	429.00%	429.65%	430.30%	430.95%	431.60%	432.25%	432.90%	433.55%	434.20%	434.85%	435.50%	436.15%	436.80%	437.45%	438.10%	438.75%	439.40%	440.05%	440.70%	441.35%	442.00%	442.65%	443.30%	443.95%	444.60%	445.25%	445.90%	446.55%	447.20%	447.85%	448.50%	449.15%	449.80%	450.45%	451.10%	451.75%	452.40%	453.05%	453.70%	454.35%	455.00%	455.65%	456.30%	456.95%	457.60%	458.25%	458.90%	459.55%	460.20%	460.85%	461.50%	462.15%	462.80%	463.45%	464.10%	464.75%	465.40%	466.05%	466.70%	467.35%	468.00%	468.65%	469.30%	469.95%	470.60%	471.25%	471.90%	472.55%	473.20%	473.85%	474.50%	475.15%	475.80%	476.45%	477.10%	477.75%	478.40%	479.05%	479.70%	480.35%	481.00%	481.65%	482.30%	482.95%	483.60%	484.25%	484.90%	485.55%	486.20%	486.85%	487.50%	488.15%	488.80%	489.45%	490.10%	490.75%	491.40%	492.05%	492.70%	493.35%	494.00%	494.65%	495.30%	495.95%	496.60%	497.25%	497.90%	498.55%	499.20%	499.85%	500.50%	501.15%	501.80%	502.45%	503.10%	503.75%	504.40%	505.05%	505.70%	506.35%	507.00%	507.65%	508.30%	508.95%	509.60%	510.25%	510.90%	511.55%	512.20%	512.85%	513.50%	514.15%	514.80%	515.45%	516.10%	516.75%	517.40%	518.05%	518.70%	519.35%	520.00%	520.65%	521.30%	521.95%	522.60%	523.25%	523.90%	524.55%	525.20%	525.85%	526.50%	527.15%	527.80%	528.45%	529.10%	529.75%	530.40%	531.05%	531.70%	532.35%	533.00%	533.65%	534.30%	534.95%	535.60%	536.25%	536.90%	537.55%	538.20%	538.85%	539.50%	540.15%	540.80%	541.45%	542.10%	542.75%	543.40%	544.05%	544.70%	545.35%	546.00%	546.65%	547.30%	547.95%	548.60%	549.25%	549.90%	550.55%	551.20%	551.85%	552.50%	553.15%	553.80%	554.45%	555.10%	555.75%	556.40%	557.05%	557.70%	558.35%	559.00%	559.65%	560.30%	560.95%	561.60%	562.25%	562.90%	563.55%	564.20%	564.85%	565.50%	566.15%	566.80%	567.45%	568.10%	568.75%	569.40%	570.05%	570.70%	571.35%	572.00%	572.65%	573.30%	573.95%	574.60%	575.25%	575.90%	576.55%	577.20%	577.85%	578.50%	579.15%	579.80%	580.45%	581.10%	581.75%	582.40%	583.05%	583.70%	584.35%	585.00%	585.65%	586.30%	586.95%	587.60%	588.25%	588.90%	589.55%	590.20%	590.85%	591.50%	592.15%	592.80%	593.45%	594.10%	594.75%	595.40%	596.05%	596.70%	597.35%	598.00%	598.65%	599.30%	599.95%	600.60%	601.25%	601.90%	602.55%	603.20%	603.85%	604.50%	605.15%	605.80%	606.45%	607.10%	607.75%	608.40%	609.05%	609.70%	610.35%	611.00%	611.65%	612.30%	612.95%	613.60%	614.25%	614.90%	615.55%	616.20%	616.85%	617.50%	618.15%	618.80%	619.45%	620.10%	620.75%	621.40%	622.05%	622.70%	623.35%	624.00%	624.65%	625.30%	625.95%	626.60%	627.25%	627.90%	628.55%	629.20%	629.85%	630.50%	631.15%	631.80%	632.45%	633.10%	633.75%	634.40%	635.05%	635.70%	636.35%	637.00%	637.65%	638.30%	638.95%	639.60%	640.25%	640.90%	641.55%	642.20%	642.85%	643.50%	644.15%	644.80%	645.45%	646.10%	646.75%	647.40%	648.05%	648.70%	649.35%	650.00%	650.65%	651.30%	651.95%	652.60%	653.25%	653.90%	654.55%	655.20%	655.85%	656.50%	657.15%	657.80%	658.45%	659.10%	659.75%	660.40%	661.05%	661.70%	662.35%	663.00%	663.65%	664.30%	664.95%	665.60%	666.25%	666.90%	667.55%	668.20%	668.85%	669.50%	670.15%	670.80%	671.45%	672.10%	672.75%	673.40%	674.05%	674.70%	675.35%	676.00%	676.65%	677.30%	677.95%	678.60%	679.25%	679.90%	680.55%	681.20%	681.85%	682.50%	683.15%	683.80%	684.45%	685.10%	685.75%	686.40%	687.05%	687.70%	688.35%	689.00%	689.65%	690.30%	690.95%	691.60%	692.25%	692.90%	693.55%	694.20%	694.85%	695.50%	696.15%	696.80%	697.45%	698.10%	698.75%	699.40%	700.05%	700.70%	701.35%	702.00%	702.65%	703.30%	703.95%	704.60%	705.25%	705.90%	706.55%	707.20%	707.85%	708.50%	709.15%	709.80%	710.45%	711.10%	711.75%	712.40%	713.05%	713.70%	714.35%	715.00%	715.65%	716.30%	716.95%	717.60%	718.25%	718.90%	719.55%	720.20%	720.85%	721.50%	722.15%	722.80%	723.45%	724.10%	724.75%	725.40%	726.05%	726.70%	727.35%	728.00%	728.65%	729.30%	729.95%	730.60%	731.25%	731.90%	732.55%	733.20%	733.85%	734.50%	735.15%	735.80%	736.45%	737.10%	737.75%	738.40%	739.05%	739.70%	740.35%	741.00%	741.65%	742.30%	742.95%	743.60%	744.25%	744.90%	745.55%	746
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YEARS	9.65%	9.70%	9.75%	9.80%	9.85%	9.90%	9.95%	10.00%
1.0	1.17138893	1.17135881	1.17132869	1.17129857	1.17126845	1.17123833	1.17120821	1.17117809
1.5	1.05087531	1.05084519	1.05081507	1.05078495	1.05075483	1.05072471	1.05069459	1.05066447
2.0	1.03698535	1.03695523	1.03692511	1.03689499	1.03686487	1.03683475	1.03680463	1.03677451
2.5	1.03764888	1.03761876	1.03758864	1.03755852	1.03752840	1.03749828	1.03746816	1.03743804
3.0	1.03210311	1.03207299	1.03204287	1.03201275	1.03198263	1.03195251	1.03192239	1.03189227
3.5	1.02519388	1.02516376	1.02513364	1.02510352	1.02507340	1.02504328	1.02501316	1.02498304
4.0	1.02152268	1.02149256	1.02146244	1.02143232	1.02140220	1.02137208	1.02134196	1.02131184
4.5	1.01834983	1.01831971	1.01828959	1.01825947	1.01822935	1.01819923	1.01816911	1.01813899
5.0	1.01642040	1.01639028	1.01636016	1.01633004	1.01630000	1.01626988	1.01623976	1.01620964
5.5	1.01498960	1.01495948	1.01492936	1.01489924	1.01486912	1.01483900	1.01480888	1.01477876
6.0	1.01386988	1.01383976	1.01380964	1.01377952	1.01374940	1.01371928	1.01368916	1.01365904
6.5	1.01302207	1.01299195	1.01296183	1.01293171	1.01290159	1.01287147	1.01284135	1.01281123
7.0	1.01232666	1.01229654	1.01226642	1.01223630	1.01220618	1.01217606	1.01214594	1.01211582
7.5	1.01174947	1.01171935	1.01168923	1.01165911	1.01162899	1.01159887	1.01156875	1.01153863
8.0	1.01127315	1.01124303	1.01121291	1.01118279	1.01115267	1.01112255	1.01109243	1.01106231
8.5	1.01087276	1.01084264	1.01081252	1.01078240	1.01075228	1.01072216	1.01069204	1.01066192
9.0	1.01053295	1.01050283	1.01047271	1.01044259	1.01041247	1.01038235	1.01035223	1.01032211
9.5	1.01024218	1.01021206	1.01018194	1.01015182	1.01012170	1.01009158	1.01006146	1.01003134
10.0	1.00997163	1.00994151	1.00991139	1.00988127	1.00985115	1.00982103	1.00979091	1.00976079
10.5	1.00971433	1.00968421	1.00965409	1.00962397	1.00959385	1.00956373	1.00953361	1.00950349
11.0	1.00947166	1.00944154	1.00941142	1.00938130	1.00935118	1.00932106	1.00929094	1.00926082
11.5	1.00924151	1.00921139	1.00918127	1.00915115	1.00912103	1.00909091	1.00906079	1.00903067
12.0	1.00902136	1.00899124	1.00896112	1.00893100	1.00890088	1.00887076	1.00884064	1.00881052
12.5	1.00881121	1.00878109	1.00875097	1.00872085	1.00869073	1.00866061	1.00863049	1.00860037
13.0	1.00861106	1.00858094	1.00855082	1.00852070	1.00849058	1.00846046	1.00843034	1.00840022
13.5	1.00842100	1.00839088	1.00836076	1.00833064	1.00830052	1.00827040	1.00824028	1.00821016
14.0	1.00824100	1.00821088	1.00818076	1.00815064	1.00812052	1.00809040	1.00806028	1.00803016
14.5	1.00807100	1.00804088	1.00801076	1.00798064	1.00795052	1.00792040	1.00789028	1.00786016
15.0	1.00791100	1.00788088	1.00785076	1.00782064	1.00779052	1.00776040	1.00773028	1.00770016
15.5	1.00776100	1.00773088	1.00770076	1.00767064	1.00764052	1.00761040	1.00758028	1.00755016
16.0	1.00762100	1.00759088	1.00756076	1.00753064	1.00750052	1.00747040	1.00744028	1.00741016
16.5	1.00749100	1.00746088	1.00743076	1.00740064	1.00737052	1.00734040	1.00731028	1.00728016
17.0	1.00737100	1.00734088	1.00731076	1.00728064	1.00725052	1.00722040	1.00719028	1.00716016
17.5	1.00726100	1.00723088	1.00720076	1.00717064	1.00714052	1.00711040	1.00708028	1.00705016
18.0	1.00716100	1.00713088	1.00710076	1.00707064	1.00704052	1.00701040	1.00698028	1.00695016
18.5	1.00707100	1.00704088	1.00701076	1.00698064	1.00695052	1.00692040	1.00689028	1.00686016
19.0	1.00700100	1.00697088	1.00694076	1.00691064	1.00688052	1.00685040	1.00682028	1.00679016
19.5	1.00694100	1.00691088	1.00688076	1.00685064	1.00682052	1.00679040	1.00676028	1.00673016
20.0	1.00689100	1.00686088	1.00683076	1.00680064	1.00677052	1.00674040	1.00671028	1.00668016
20.5	1.00685100	1.00682088	1.00679076	1.00676064	1.00673052	1.00670040	1.00667028	1.00664016
21.0	1.00682100	1.00679088	1.00676076	1.00673064	1.00670052	1.00667040	1.00664028	1.00661016
21.5	1.00679100	1.00676088	1.00673076	1.00670064	1.00667052	1.00664040	1.00661028	1.00658016
22.0	1.00676100	1.00673088	1.00670076	1.00667064	1.00664052	1.00661040	1.00658028	1.00655016
22.5	1.00673100	1.00670088	1.00667076	1.00664064	1.00661052	1.00658040	1.00655028	1.00652016
23.0	1.00670100	1.00667088	1.00664076	1.00661064	1.00658052	1.00655040	1.00652028	1.00649016
23.5	1.00667100	1.00664088	1.00661076	1.00658064	1.00655052	1.00652040	1.00649028	1.00646016
24.0	1.00664100	1.00661088	1.00658076	1.00655064	1.00652052	1.00649040	1.00646028	1.00643016
24.5	1.00661100	1.00658088	1.00655076	1.00652064	1.00649052	1.00646040	1.00643028	1.00640016
25.0	1.00658100	1.00655088	1.00652076	1.00649064	1.00646052	1.00643040	1.00640028	1.00637016
25.5	1.00655100	1.00652088	1.00649076	1.00646064	1.00643052	1.00640040	1.00637028	1.00634016
26.0	1.00652100	1.00649088	1.00646076	1.00643064	1.00640052	1.00637040	1.00634028	1.00631016
26.5	1.00649100	1.00646088	1.00643076	1.00640064	1.00637052	1.00634040	1.00631028	1.00628016
27.0	1.00646100	1.00643088	1.00640076	1.00637064	1.00634052	1.00631040	1.00628028	1.00625016
27.5	1.00643100	1.00640088	1.00637076	1.00634064	1.00631052	1.00628040	1.00625028	1.00622016
28.0	1.00640100	1.00637088	1.00634076	1.00631064	1.00628052	1.00625040	1.00622028	1.00619016
28.5	1.00637100	1.00634088	1.00631076	1.00628064	1.00625052	1.00622040	1.00619028	1.00616016
29.0	1.00634100	1.00631088	1.00628076	1.00625064	1.00622052	1.00619040	1.00616028	1.00613016
29.5	1.00631100	1.00628088	1.00625076	1.00622064	1.00619052	1.00616040	1.00613028	1.00610016
30.0	1.00628100	1.00625088	1.00622076	1.00619064	1.00616052	1.00613040	1.00610028	1.00607016
30.5	1.00625100	1.00622088	1.00619076	1.00616064	1.00613052	1.00610040	1.00607028	1.00604016
31.0	1.00622100	1.00619088	1.00616076	1.00613064	1.00610052	1.00607040	1.00604028	1.00601016
31.5	1.00619100	1.00616088	1.00613076	1.00610064	1.00607052	1.00604040	1.00601028	1.00598016
32.0	1.00616100	1.00613088	1.00610076	1.00607064	1.00604052	1.00601040	1.00598028	1.00595016
32.5	1.00613100	1.00610088	1.00607076	1.00604064	1.00601052	1.00598040	1.00595028	1.00592016
33.0	1.00610100	1.00607088	1.00604076	1.00601064	1.00598052	1.00595040	1.00592028	1.00589016
33.5	1.00607100	1.00604088	1.00601076	1.00598064	1.00595052	1.00592040	1.00589028	1.00586016
34.0	1.00604100	1.00601088	1.00598076	1.00595064	1.00592052	1.00589040	1.00586028	1.00583016
34.5	1.00601100	1.00598088	1.00595076	1.00592064	1.00589052	1.00586040	1.00583028	1.00580016
35.0	1.00598100	1.00595088	1.00592076	1.00589064	1.00586052	1.00583040	1.00580028	1.00577016
35.5	1.00595100	1.00592088	1.00589076	1.00586064	1.00583052	1.00580040	1.00577028	1.00574016
36.0	1.00592100	1.00589088	1.00586076	1.00583064	1.00580052	1.00577040	1.00574028	1.00571016
36.5	1.00589100	1.00586088	1.00583076	1.00580064	1.00577052	1.00574040	1.00571028	1.00568016
37.0	1.00586100	1.00583088	1.00580076	1.00577064	1.00574052	1.00571040	1.00568028	1.00565016
37.5	1.00583100	1.00580088	1.00577076	1.00574064	1.00571052	1.00568040	1.00565028	1.00562016
38.0	1.00580100	1.00577088	1.00574076	1.00571064	1.00568052	1.00565040	1.00562028	1.00559016
38.5	1.00577100	1.00574088	1.00571076	1.00568064	1.00565052	1.00562040	1.00559028	1.00556016
39.0	1.00574100	1.00571088	1.00568076	1.00565064	1.00562052	1.00559040	1.00556028	1.00553016
39.5	1.00571100	1.00568088	1.00565076	1.00562064	1.00559052	1.00556040	1.00553028	1.00550016
40.0	1.00568100	1.00565088	1.00562076	1.00559064	1.00556052	1.00553040	1.00550028	1.00547016

Table A Conventional Loans

YEARS	10.05%	10.10%	10.15%	10.20%	10.25%	10.30%	10.35%	10.40%
1.0	1.17138604	1.17161026	1.17183452	1.17165878	1.17109272	1.17171391	1.17171391	1.17171391
1.5	0.88793915	0.88796249	0.88798578	0.88798939	0.88803222	0.88805547	0.88807872	0.88810203
2.0	0.86080100	0.86013144	0.86012617	0.86014921	0.86017256	0.86019530	0.86021836	0.86024142
2.5	0.86180346	0.86191108	0.86214197	0.86232302	0.86246004	0.86265831	0.86281836	0.86297678
3.0	0.83785792	0.83788149	0.83788149	0.83790847	0.83792775	0.83795105	0.83797435	0.83799768
3.5	0.83229067	0.83231416	0.83233766	0.83236117	0.83238469	0.83240822	0.83243176	0.83245531
4.0	0.82583601	0.82581063	0.82583468	0.82585874	0.82588281	0.82590690	0.82593103	0.82595518
4.5	0.82127164	0.82129682	0.82132019	0.82135558	0.82137028	0.82139496	0.82141967	0.82144440
5.0	0.81855108	0.81857631	0.81860157	0.81862688	0.81865214	0.81867744	0.81870278	0.81872818
5.5	0.81682703	0.81685299	0.81687878	0.81690471	0.81693064	0.81695600	0.81698192	0.81680859
6.0	0.81520635	0.81522719	0.81525365	0.81528020	0.81530677	0.81533333	0.81535998	0.81538664
6.5	0.81405789	0.81432698	0.81460048	0.81487224	0.81424144	0.81424165	0.81426891	0.81428620
7.0	0.81324278	0.81327051	0.81329828	0.81332607	0.81335390	0.81338176	0.81340965	0.81343752
7.5	0.81254958	0.81257634	0.81260490	0.81263331	0.81266161	0.81268987	0.81271814	0.81274628
8.0	0.81179769	0.81182682	0.81185593	0.81188506	0.81191466	0.81194378	0.81197285	0.81199728
8.5	0.81150797	0.81153749	0.81156700	0.81159661	0.81162628	0.81165599	0.81168566	0.81171541
9.0	0.81111208	0.81114217	0.81117231	0.81120248	0.81123269	0.81126294	0.81129323	0.81132356
9.5	0.81077660	0.81080731	0.81083806	0.81086874	0.81089951	0.81093032	0.81096118	0.81099207
10.0	0.81049041	0.81052136	0.81055200	0.81058266	0.81061351	0.81064466	0.81067596	0.81070741
10.5	0.81024378	0.81027450	0.81030526	0.81033601	0.81036674	0.81039746	0.81042818	0.81045892
11.0	0.81003062	0.81006258	0.81009452	0.81012644	0.81015840	0.81019021	0.81022207	0.81025391
11.5	0.80984528	0.80987799	0.80991075	0.80994358	0.80997642	0.80999921	0.81002277	0.81005572
12.0	0.80968337	0.80971650	0.80974981	0.80978310	0.80981643	0.80984982	0.80988324	0.80991672
12.5	0.80954141	0.80957506	0.80960877	0.80964252	0.80967631	0.80971016	0.80974405	0.80977798
13.0	0.80941651	0.80945061	0.80948476	0.80951894	0.80955313	0.80958747	0.80962190	0.80965618
13.5	0.80930629	0.80934081	0.80937538	0.80941000	0.80944466	0.80947937	0.80951413	0.80954893
14.0	0.80920877	0.80924379	0.80927882	0.80931308	0.80934877	0.80938388	0.80941940	0.80945425
14.5	0.80912228	0.80915760	0.80919276	0.80922833	0.80926439	0.80930093	0.80933789	0.80937494
15.0	0.80904541	0.80908110	0.80911684	0.80915263	0.80918866	0.80922434	0.80926015	0.80929622
15.5	0.80897594	0.80901502	0.80905492	0.80909575	0.80912144	0.80915767	0.80919494	0.80923202
16.0	0.80891598	0.80895423	0.80899286	0.80903176	0.80907093	0.80910934	0.80914804	0.80918694
16.5	0.80886143	0.80889915	0.80893768	0.80897619	0.80901498	0.80905352	0.80909245	0.80913159
17.0	0.80881259	0.80885049	0.80888876	0.80892638	0.80896410	0.80899873	0.80903364	0.80907271
17.5	0.80876501	0.80880234	0.80883981	0.80887711	0.80891501	0.80895204	0.80898856	0.80902411
18.0	0.80873047	0.80876758	0.80880493	0.80884277	0.80888018	0.80891784	0.80895509	0.80899244
18.5	0.80869830	0.80873565	0.80877334	0.80881110	0.80884877	0.80888618	0.80892371	0.80896041
19.0	0.80867041	0.80870788	0.80874569	0.80878338	0.80882134	0.80885904	0.80889654	0.80893411
19.5	0.80864541	0.80868319	0.80872130	0.80875933	0.80879764	0.80883634	0.80887534	0.80891411
20.0	0.80862304	0.80866110	0.80870000	0.80873877	0.80877762	0.80881681	0.80885634	0.80889611
20.5	0.80860304	0.80864149	0.80868080	0.80871957	0.80875874	0.80879834	0.80883834	0.80887864
21.0	0.80858534	0.80862419	0.80866380	0.80870347	0.80874354	0.80878404	0.80882504	0.80886644
21.5	0.80856984	0.80860919	0.80864930	0.80868987	0.80873094	0.80877262	0.80881494	0.80885764
22.0	0.80855644	0.80859619	0.80863700	0.80867837	0.80871974	0.80876164	0.80880414	0.80884711
22.5	0.80854414	0.80858439	0.80862580	0.80866777	0.80870974	0.80875224	0.80879534	0.80883911
23.0	0.80853284	0.80857359	0.80861560	0.80865817	0.80870074	0.80874384	0.80878754	0.80883184
23.5	0.80852254	0.80856379	0.80860620	0.80864927	0.80869234	0.80873594	0.80877964	0.80882394
24.0	0.80851324	0.80855499	0.80859800	0.80864157	0.80868514	0.80872924	0.80877394	0.80881914
24.5	0.80850494	0.80854719	0.80859100	0.80863517	0.80867974	0.80872494	0.80877074	0.80881714
25.0	0.80849764	0.80854039	0.80858500	0.80863017	0.80867574	0.80872194	0.80876874	0.80881614
25.5	0.80849134	0.80853459	0.80858000	0.80862617	0.80867274	0.80871994	0.80876774	0.80881614
26.0	0.80848594	0.80852969	0.80857680	0.80862417	0.80867174	0.80871954	0.80876814	0.80881714
26.5	0.80848144	0.80852569	0.80857400	0.80862257	0.80867034	0.80871834	0.80876714	0.80881714
27.0	0.80847784	0.80852259	0.80857180	0.80862097	0.80866894	0.80871714	0.80876614	0.80881714
27.5	0.80847494	0.80852019	0.80857000	0.80861977	0.80866794	0.80871634	0.80876534	0.80881714
28.0	0.80847254	0.80851829	0.80856880	0.80861917	0.80866754	0.80871604	0.80876524	0.80881714
28.5	0.80847064	0.80851689	0.80856800	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
29.0	0.80846914	0.80851589	0.80856780	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
29.5	0.80846794	0.80851529	0.80856760	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
30.0	0.80846704	0.80851499	0.80856740	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
30.5	0.80846634	0.80851469	0.80856710	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
31.0	0.80846584	0.80851449	0.80856690	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
31.5	0.80846544	0.80851429	0.80856670	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
32.0	0.80846514	0.80851409	0.80856650	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
32.5	0.80846484	0.80851389	0.80856630	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
33.0	0.80846454	0.80851369	0.80856610	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
33.5	0.80846424	0.80851349	0.80856590	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
34.0	0.80846394	0.80851329	0.80856570	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
34.5	0.80846364	0.80851309	0.80856550	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
35.0	0.80846334	0.80851289	0.80856530	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
35.5	0.80846304	0.80851269	0.80856510	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
36.0	0.80846274	0.80851249	0.80856490	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
36.5	0.80846244	0.80851229	0.80856470	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
37.0	0.80846214	0.80851209	0.80856450	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
37.5	0.80846184	0.80851189	0.80856430	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
38.0	0.80846154	0.80851169	0.80856410	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
38.5	0.80846124	0.80851149	0.80856390	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
39.0	0.80846094	0.80851129	0.80856370	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
39.5	0.80846064	0.80851109	0.80856350	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
40.0	0.80846034	0.80851089	0.80856330	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
40.5	0.80846004	0.80851069	0.80856310	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
41.0	0.80845974	0.80851049	0.80856290	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
41.5	0.80845944	0.80851029	0.80856270	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
42.0	0.80845914	0.80851009	0.80856250	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
42.5	0.80845884	0.80850989	0.80856230	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
43.0	0.80845854	0.80850969	0.80856210	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
43.5	0.80845824	0.80850949	0.80856190	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
44.0	0.80845794	0.80850929	0.80856170	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
44.5	0.80845764	0.80850909	0.80856150	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
45.0	0.80845734	0.80850889	0.80856130	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
45.5	0.80845704	0.80850869	0.80856110	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
46.0	0.80845674	0.80850849	0.80856090	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
46.5	0.80845644	0.80850829	0.80856070	0.80861907	0.80866764	0.80871604	0.80876534	0.80881714
47.0	0.80845614	0.80850809	0.80856050	0.80861907				

YEAR	11.65	11.70	11.75	11.80	11.85	11.90	11.95	12.00
1.0	1.17217495	1.17220724	1.17223953	1.17227182	1.17230411	1.17233640	1.17236869	1.17240098
2.0	1.17243327	1.17246556	1.17249785	1.17253014	1.17256243	1.17259472	1.17262701	1.17265930
3.0	1.17269162	1.17272391	1.17275620	1.17278849	1.17282078	1.17285307	1.17288536	1.17291765
4.0	1.17298594	1.17301823	1.17305052	1.17308281	1.17311510	1.17314739	1.17317968	1.17321197
5.0	1.17328626	1.17331855	1.17335084	1.17338313	1.17341542	1.17344771	1.17348000	1.17351229
6.0	1.17358251	1.17361480	1.17364709	1.17367938	1.17371167	1.17374396	1.17377625	1.17380854
7.0	1.17390400	1.17393629	1.17396858	1.17399987	1.17403216	1.17406445	1.17409674	1.17412903
8.0	1.17423052	1.17426281	1.17429510	1.17432739	1.17435968	1.17439197	1.17442426	1.17445655
9.0	1.17456207	1.17459436	1.17462665	1.17465894	1.17469123	1.17472352	1.17475581	1.17478810
10.0	1.17492965	1.17496194	1.17499423	1.17502652	1.17505881	1.17509110	1.17512339	1.17515568
11.0	1.17532217	1.17535446	1.17538675	1.17541904	1.17545133	1.17548362	1.17551591	1.17554820
12.0	1.17574036	1.17577265	1.17580494	1.17583723	1.17586952	1.17590181	1.17593410	1.17596639
13.0	1.17637855	1.17641084	1.17644313	1.17647542	1.17650771	1.17654000	1.17657229	1.17660458
14.0	1.17702654	1.17705883	1.17709112	1.17712341	1.17715570	1.17718799	1.17722028	1.17725257
15.0	1.17792453	1.17795682	1.17798911	1.17802140	1.17805369	1.17808598	1.17811827	1.17815056
16.0	1.17879252	1.17882481	1.17885710	1.17888939	1.17892168	1.17895397	1.17898626	1.17901855
17.0	1.17954051	1.17957280	1.17960509	1.17963738	1.17966967	1.17970196	1.17973425	1.17976654
18.0	1.18023850	1.18027079	1.18030308	1.18033537	1.18036766	1.18039995	1.18043224	1.18046453
19.0	1.18098649	1.18101878	1.18105107	1.18108336	1.18111565	1.18114794	1.18118023	1.18121252
20.0	1.18192051	1.18195280	1.18198509	1.18201738	1.18204967	1.18208196	1.18211425	1.18214654
21.0	1.18283852	1.18287081	1.18290310	1.18293539	1.18296768	1.18300000	1.18303229	1.18306458
22.0	1.18375653	1.18378882	1.18382111	1.18385340	1.18388569	1.18391798	1.18395027	1.18398256
23.0	1.18467454	1.18470683	1.18473912	1.18477141	1.18480370	1.18483599	1.18486828	1.18490057
24.0	1.18559255	1.18562484	1.18565713	1.18568942	1.18572171	1.18575400	1.18578629	1.18581858
25.0	1.18651056	1.18654285	1.18657514	1.18660743	1.18663972	1.18667201	1.18670430	1.18673659
26.0	1.18742857	1.18746086	1.18749315	1.18752544	1.18755773	1.18759002	1.18762231	1.18765460
27.0	1.18834658	1.18837887	1.18841116	1.18844345	1.18847574	1.18850803	1.18854032	1.18857261
28.0	1.18926459	1.18929688	1.18932917	1.18936146	1.18939375	1.18942604	1.18945833	1.18949062
29.0	1.19018260	1.19021489	1.19024718	1.19027947	1.19031176	1.19034405	1.19037634	1.19040863
30.0	1.19109961	1.19113190	1.19116419	1.19119648	1.19122877	1.19126106	1.19129335	1.19132564
31.0	1.19201762	1.19204991	1.19208220	1.19211449	1.19214678	1.19217907	1.19221136	1.19224365
32.0	1.19293563	1.19296792	1.19300021	1.19303250	1.19306479	1.19309708	1.19312937	1.19316166
33.0	1.19385364	1.19388593	1.19391822	1.19395051	1.19398280	1.19401509	1.19404738	1.19407967
34.0	1.19477165	1.19480394	1.19483623	1.19486852	1.19490081	1.19493310	1.19496539	1.19499768
35.0	1.19568966	1.19572195	1.19575424	1.19578653	1.19581882	1.19585111	1.19588340	1.19591569
36.0	1.19660767	1.19663996	1.19667225	1.19670454	1.19673683	1.19676912	1.19680141	1.19683370
37.0	1.19752568	1.19755797	1.19759026	1.19762255	1.19765484	1.19768713	1.19771942	1.19775171
38.0	1.19844369	1.19847598	1.19850827	1.19854056	1.19857285	1.19860514	1.19863743	1.19866972
39.0	1.19936170	1.19939399	1.19942628	1.19945857	1.19949086	1.19952315	1.19955544	1.19958773
40.0	1.20027971	1.20031200	1.20034429	1.20037658	1.20040887	1.20044116	1.20047345	1.20050574

Table A Conventional Loans

YEAR	11.65	11.70	11.75	11.80	11.85	11.90	11.95	12.00
1.0	1.17217495	1.17220724	1.17223953	1.17227182	1.17230411	1.17233640	1.17236869	1.17240098
2.0	1.17243327	1.17246556	1.17249785	1.17253014	1.17256243	1.17259472	1.17262701	1.17265930
3.0	1.17269162	1.17272391	1.17275620	1.17278849	1.17282078	1.17285307	1.17288536	1.17291765
4.0	1.17298594	1.17301823	1.17305052	1.17308281	1.17311510	1.17314739	1.17317968	1.17321197
5.0	1.17328626	1.17331855	1.17335084	1.17338313	1.17341542	1.17344771	1.17348000	1.17351229
6.0	1.17358251	1.17361480	1.17364709	1.17367938	1.17371167	1.17374396	1.17377625	1.17380854
7.0	1.17390400	1.17393629	1.17396858	1.17399987	1.17403216	1.17406445	1.17409674	1.17412903
8.0	1.17423052	1.17426281	1.17429510	1.17432739	1.17435968	1.17439197	1.17442426	1.17445655
9.0	1.17456207	1.17459436	1.17462665	1.17465894	1.17469123	1.17472352	1.17475581	1.17478810
10.0	1.17492965	1.17496194	1.17499423	1.17502652	1.17505881	1.17509110	1.17512339	1.17515568
11.0	1.17532217	1.17535446	1.17538675	1.17541904	1.17545133	1.17548362	1.17551591	1.17554820
12.0	1.17574036	1.17577265	1.17580494	1.17583723	1.17586952	1.17590181	1.17593410	1.17596639
13.0	1.17637855	1.17641084	1.17644313	1.17647542	1.17650771	1.17654000	1.17657229	1.17660458
14.0	1.17702654	1.17705883	1.17709112	1.17712341	1.17715570	1.17718799	1.17722028	1.17725257
15.0	1.17792453	1.17795682	1.17798911	1.17802140	1.17805369	1.17808598	1.17811827	1.17815056
16.0	1.17879252	1.17882481	1.17885710	1.17888939	1.17892168	1.17895397	1.17898626	1.17901855
17.0	1.17954051	1.17957280	1.17960509	1.17963738	1.17966967	1.17970196	1.17973425	1.17976654
18.0	1.18023850	1.18027079	1.18030308	1.18033537	1.18036766	1.18039995	1.18043224	1.18046453
19.0	1.18098649	1.18101878	1.18105107	1.18108336	1.18111565	1.18114794	1.18118023	1.18121252
20.0	1.18192051	1.18195280	1.18198509	1.18201738	1.18204967	1.18208196	1.18211425	1.18214654
21.0	1.18283852	1.18287081	1.18290310	1.18293539	1.18296768	1.18300000	1.18303229	1.18306458
22.0	1.18375653	1.18378882	1.18382111	1.18385340	1.18388569	1.18391798	1.18395027	1.18398256
23.0	1.18467454	1.18470683	1.18473912	1.18477141	1.18480370	1.18483599	1.18486828	1.18490057
24.0	1.18559255	1.18562484	1.18565713	1.18568942	1.18572171	1.18575400	1.18578629	1.18581858
25.0	1.18651056	1.18654285	1.18657514	1.18660743	1.18663972	1.18667201	1.18670430	1.18673659
26.0	1.18742857	1.18746086	1.18749315	1.18752544	1.18755773	1.18759002	1.18762231	1.18765460
27.0	1.18834658	1.18837887	1.18841116	1.18844345	1.18847574	1.18850803	1.18854032	1.18857261
28.0	1.18926459	1.18929688	1.18932917	1.18936146	1.18939375	1.18942604	1.18945833	1.18949062
29.0	1.19018260	1.19021489	1.19024718	1.19027947	1.19031176	1.19034405	1.19037634	1.19040863
30.0	1.19109961	1.19113190	1.19116419	1.19119648	1.19122877	1.19126106	1.19129335	1.19132564
31.0	1.19201762	1.19204991	1.19208220	1.19211449	1.19214678	1.19217907	1.19221136	1.19224365
32.0	1.19293563	1.19296792	1.19300021	1.19303250	1.19306479	1.19309708	1.19312937	1.19316166
33.0	1.19385364	1.19388593	1.19391822	1.19395051	1.19398280	1.19401509	1.19404738	1.19407967
34.0	1.19477165	1.19480394	1.19483623	1.19486852	1.19490081	1.19493310	1.19496539	1.19499768
35.0	1.19568966	1.19572195	1.19575424	1.19578653	1.19581882	1.19585111	1.19588340	1.19591569
36.0	1.19660767	1.19663996	1.19667225	1.19670454	1.19673683	1.19676912	1.19680141	1.19683370
37.0	1.19752568	1.19755797	1.19759026	1.19762255	1.19765484	1.19768713	1.19771942	1.19775171
38.0	1.19844369	1.19847598	1.19850827	1.19854056	1.19857285	1.19860514	1.19863743	1.19866972
39.0	1.19936170	1.19939399	1.19942628	1.19945857	1.19949086	1.19952315	1.19955544	1.19958773
40.0	1.20027971	1.20031200	1.20034429	1.20037658	1.20040887	1.20044116	1.20047345	1.20050574

Table A Conventional Loans

YEAR	11.65	11.70	11.75	11.80	11.85	11.90	11.95	12.00
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Table A Conventional Loans

YEAR	12.45	12.50	12.55	12.60	12.65	12.70	12.75	12.80
1.0	1.17217495	1.17220724	1.17223953	1.17227182	1.17230411	1.17233640	1.17236869	1.17240098
2.0	1.17243327	1.17246556	1.17249785	1.17253014	1.17256243	1.17259472	1.17262701	1.17265930
3.0	1.17269162	1.17272391	1.17275620	1.17278849	1.17282078	1.17285307	1.17288536	1.17291765
4.0	1.17298594	1.17301823	1.17305052	1.17308281	1.17311510	1.17314739	1.17317968	1.17321197
5.0	1.17328626	1.17331855	1.17335084	1.17338313	1.17341542	1.17344771	1.17348000	1.17351229
6.0	1.17358251	1.17361480	1.17364709	1.17367938	1.17371167	1.17374396	1.17377625	1.17380854
7.0	1.17390400	1.17393629	1.17396858	1.17399987	1.17403216	1.17406445	1.17409674	1.17412903
8.0	1.17423052	1.17426281	1.17429					

YEARS	13.65%	13.70%	ANNUAL	1.80%	13.75%	13.80%	13.85%	13.90%	13.95%
5	17336462	17338938	17341161	17343972	17346382	17348855	17351324	17353800	17356276
10	36812529	36826406	36840283	36854160	36868037	36881914	36895791	36909668	36923545
15	586175129	58617469	586179809	586180478	586181149	586181833	586182517	586183201	586183885
20	947831709	947871238	947894866	947918455	947942043	947965632	947989220	948012808	948036396
25	139553109	139555446	139557884	1395602738	1395626633	1395650539	1395674444	1395698349	1395722254
30	203400788	203432120	203463533	2034950578	2035266011	2035581244	2035896477	2036211710	2036526943
40	271512138	271716233	271920328	272124423	272328518	272532613	272736708	272940803	273144898
50	320872028	321130112	321388244	321646376	321904508	322162640	322420772	322678904	322937036
60	320641799	320844544	321047288	321250033	321452778	321655523	321858268	322061013	322263758
70	318547208	318754588	318961968	319169348	319376728	319584108	319791488	319998868	320206248
80	317174918	317401208	317627498	317853788	318080078	318306368	318532658	318758948	318985238
90	316129458	316415855	316702252	316988649	317275046	317561443	317847840	318134237	318420634
100	315311689	315647778	315983867	316319956	316656045	316992134	317328223	317664312	317999401
110	314671598	315017688	315363778	315709867	316055956	316402045	316748134	317094223	317440312
120	314151078	314497168	314843258	315189347	315535436	315881525	316227614	316573703	316919792
130	313729191	314075281	314421371	314767460	315113549	315459638	315805727	316151816	316497905
140	313375069	313721159	314067249	314413338	314759427	315105516	315451605	315797694	316143783
150	313083009	313439098	313795188	314151277	314507366	314863455	315219544	315575633	315931722
160	312838349	313194438	313550528	313906617	314262706	314618795	314974884	315330973	315687062
170	312623215	312979304	313335393	313691482	314047571	314403660	314759749	315115838	315471927
180	312427470	312783559	313139648	313495737	313851826	314207915	314564004	314920093	315276182
190	312245730	312591819	312947908	313303997	313660086	314016175	314372264	314728353	315084442
200	312073192	312419281	312775370	313131459	313487548	313843637	314199726	314555815	314911904
210	311917982	312264071	312620160	312976249	313332338	313688427	314044516	314400605	314756694
220	311779822	312125911	312482000	312838089	313194178	313550267	313906356	314262445	314618534
230	311659952	311996041	312352130	312708219	313064308	313420397	313776486	314132575	314488664
240	311558028	311894117	312250206	312606295	312962384	313318473	313674562	314030651	314386740
250	311477042	311863131	312219220	312575309	312931398	313287487	313643576	314000665	314356754
260	311411877	311757966	312114055	312470144	312826233	313182322	313538411	313894499	314250588
270	311351398	311712678	312071518	312427718	312783818	313140018	313496118	313852218	314208318
280	311291858	311651713	312017513	312373613	312729713	313085813	313441913	313798013	314154113
290	311232318	311592173	312058213	312414313	312770413	313126513	313482613	313838713	314194813
300	311172778	311532633	312018253	312374353	312730453	313086553	313442653	313798753	314154853
350	311474228	311854533	312554853	312959519	313364185	313768851	314173517	314578253	314982989
400	311425128	311846598	312515748	312920414	313325080	313729746	314134412	314539078	314943744

Table A Conventional Loans

* YEARS *	14.05 *	14.10 *	14.15 *	14.20 *	14.25 *	14.30 *	14.35 *	14.40 *
5	173526772	173587159	173612331	173637111	173661881	173686676	173711466	173736255
1.0	0.89810664	0.89834158	0.89857717	0.89881125	0.89904939	0.89928833	0.89953180	0.89977444
1.5	0.01938611	0.01962041	0.01985499	0.02008939	0.02032393	0.02055835	0.02079258	0.02102744
2.0	0.04803651	0.04862004	0.04920388	0.04978742	0.05037096	0.05095439	0.05153769	0.05212078
2.5	0.03722292	0.03974233	0.03977017	0.03947423	0.03918109	0.03888207	0.03857804	0.03827003
3.0	0.03420192	0.03422422	0.03425053	0.03427485	0.03429918	0.03432352	0.03434787	0.03437223
4.0	0.02735156	0.02737667	0.02740178	0.02742691	0.02745204	0.02747720	0.02750237	0.02752755
5.0	0.02329613	0.02330133	0.02331696	0.02333208	0.02334760	0.02336240	0.02337749	0.02339215
6.0	0.02064352	0.02065932	0.02067512	0.02069092	0.02070673	0.02072253	0.02073834	0.02075415
7.0	0.01871685	0.01873503	0.01875321	0.01877139	0.01878957	0.01880775	0.01882593	0.01884411
8.0	0.01739597	0.01742846	0.01745697	0.01748511	0.01751308	0.01754076	0.01757128	0.01759991
9.0	0.01632298	0.01639230	0.01642163	0.01645099	0.01648038	0.01650980	0.01653924	0.01656871
10.0	0.01556724	0.01558638	0.01561699	0.01564712	0.01567728	0.01570738	0.01573779	0.01576805
11.0	0.01491571	0.01494839	0.01497928	0.01501022	0.01504114	0.01507211	0.01510319	0.01513426
12.0	0.01402785	0.01404478	0.01406611	0.01409129	0.01411648	0.01414156	0.01416653	0.01419149
13.0	0.01399333	0.01401564	0.01404809	0.01408039	0.01411278	0.01414526	0.01417774	0.01421025
14.0	0.01363786	0.01367089	0.01370389	0.01373696	0.01377006	0.01380319	0.01383635	0.01386955
15.0	0.01335107	0.01338678	0.01341834	0.01345205	0.01348580	0.01351957	0.01355338	0.01358723
16.0	0.01311121	0.01315478	0.01319758	0.01324071	0.01328433	0.01332806	0.01337124	0.01341569
17.0	0.01290956	0.01294439	0.01297925	0.01301415	0.01304903	0.01308405	0.01311904	0.01315408
18.0	0.01273178	0.01274558	0.01280095	0.01284545	0.01288087	0.01291638	0.01295192	0.01298749
19.0	0.01259461	0.01263050	0.01266641	0.01270237	0.01273835	0.01277437	0.01281042	0.01284650
20.0	0.01247154	0.01250790	0.01254430	0.01258073	0.01261719	0.01265368	0.01269021	0.01272677
21.0	0.012326645	0.01240326	0.01244010	0.01247698	0.01251388	0.01255087	0.01258779	0.01262479
22.0	0.01227649	0.01231372	0.01235097	0.01238822	0.01242558	0.01246294	0.01250032	0.01253773
23.0	0.01219311	0.01223694	0.01227975	0.01232255	0.01236534	0.01240813	0.01245093	0.01249374
24.0	0.01213298	0.01217093	0.01220896	0.01224698	0.01228505	0.01232318	0.01236129	0.01239940
25.0	0.01207589	0.01211418	0.01215252	0.01219089	0.01222928	0.01226769	0.01230614	0.01234461
26.0	0.01202667	0.01206528	0.01210392	0.01214258	0.01218127	0.01221999	0.01225978	0.01229951
27.0	0.01198419	0.01202308	0.01206200	0.01210095	0.01213992	0.01217891	0.01221793	0.012

[illegible][illegible]

YEAR	16.00%	16.25%	16.50%	16.75%	17.00%	17.25%	17.50%	17.75%	18.00%
1.0	1.7455512	1.7579717	1.7660816	1.7742068	1.7852505	1.7947935	1.8042446	1.8136948	1.8231450
2.0	3.4911024	3.5159434	3.5391632	3.5607236	3.5807250	3.5991790	3.6160374	3.6313000	3.6450650
3.0	5.2366536	5.2728101	5.3079666	5.3421231	5.3752796	5.4074361	5.4385926	5.4687491	5.4979056
4.0	6.9822050	7.0292615	7.0744180	7.1175745	7.1587310	7.1978875	7.2350440	7.2702005	7.3033570
5.0	8.7277564	8.7858129	8.8419694	8.8961259	8.9482824	9.0004389	9.0525954	9.1047519	9.1569084
6.0	10.4733078	10.5413643	10.6074208	10.6715773	10.7337338	10.7938903	10.8520468	10.9092033	10.9653598
7.0	12.2188592	12.2969157	12.3729722	12.4470287	12.5190852	12.5891417	12.6571982	12.7242547	12.7903112
8.0	13.9644106	14.0524671	14.1385236	14.2225801	14.3036366	14.3816931	14.4567496	14.5298061	14.6008626
9.0	15.7099620	15.8080185	15.9040750	16.0001315	16.0961880	16.1922445	16.2883010	16.3843575	16.4804140
10.0	17.4555134	17.5635699	17.6696264	17.7736829	17.8757394	17.9757959	18.0738524	18.1699089	18.2639654
11.0	19.2010648	19.3191213	19.4351778	19.5492343	19.6612908	19.7713473	19.8794038	19.9854603	20.0895168
12.0	20.9466162	21.0746727	21.2007292	21.3247857	21.4468422	21.5668987	21.6849552	21.8010117	21.9150682
13.0	22.6921676	22.8302241	22.9662806	23.1003371	23.2323936	23.3624501	23.4905066	23.6165631	23.7406196
14.0	24.4377190	24.5857755	24.7318320	24.8758885	25.0179450	25.1579915	25.2960480	25.4321045	25.5661610
15.0	26.1832704	26.3413269	26.4973834	26.6514399	26.8034964	26.9535529	27.1016094	27.2476659	27.3917224
16.0	27.9288218	28.0968783	28.2629348	28.4269913	28.5890478	28.7491043	28.9071608	29.0632173	29.2172738
17.0	29.6743732	29.8524297	30.0284862	30.2025427	30.3745992	30.5446557	30.7127122	30.8787687	31.0428252
18.0	31.4199246	31.6079811	31.7940376	31.9780941	32.1591506	32.3372071	32.5132636	32.6873201	32.8593766
19.0	33.1654760	33.3635325	33.5595890	33.7536455	33.9457020	34.1357585	34.3238150	34.5098715	34.6939280
20.0	34.9110274	35.1190839	35.3251404	35.5291969	35.7312534	35.9313099	36.1293664	36.3254229	36.5194794
21.0	36.6565788	36.8746353	37.0906918	37.3047483	37.5168048	37.7268613	37.9349178	38.1409743	38.3450308
22.0	38.4021302	38.6301867	38.8562432	39.0802997	39.3023562	39.5224127	39.7404692	39.9565257	40.1705822
23.0	40.1476816	40.3857381	40.6217946	40.8558511	41.0879076	41.3179641	41.5460206	41.7720771	41.9961336
24.0	41.8932330	42.1412895	42.3873460	42.6314025	42.8734590	43.1145155	43.3535720	43.5906285	43.8256850
25.0	43.6387844	43.8968409	44.1528974	44.4069539	44.6590104	44.9090669	45.1571234	45.4031799	45.6472364
26.0	45.3843358	45.6523923	45.9184488	46.1825053	46.4445618	46.7046183	46.9626748	47.2187313	47.4727878
27.0	47.1298872	47.4079437	47.6840002	47.9580567	48.2301132	48.5001697	48.7682262	49.0342827	49.2984392
28.0	48.8754386	49.1634951	49.4495516	49.7336081	50.0156646	50.2957211	50.5737776	50.8498341	51.1238906
29.0	50.6209900	50.9190465	51.2151030	51.5091595	51.8012160	52.0912725	52.3793290	52.6653855	52.9494420
30.0	52.3665414	52.6745979	52.9806544	53.2847109	53.5867674	53.8868239	54.1848804	54.4809369	54.7759934
31.0	54.1120928	54.4301493	54.7452058	55.0582623	55.3693188	55.6783753	55.9854318	56.2904883	56.5935448
32.0	55.8376442	56.1657007	56.4917572	56.8158137	57.1378702	57.4579267	57.7759832	58.0920397	58.4060962
33.0	57.5631956	57.9012521	58.2373086	58.5713651	58.9034216	59.2334781	59.5615346	59.8875911	60.2116476
34.0	59.2887470	59.6368035	59.9828600	60.3269165	60.6689730	61.0090295	61.3470860	61.6831425	62.0171990
35.0	61.0142984	61.3723549	61.7284114	62.0814679	62.4325244	62.7815809	63.1286374	63.4726939	63.8137504
36.0	62.7398498	63.1079063	63.4739628	63.8379193	64.1959758	64.5510323	64.9030888	65.2531453	65.6002018
37.0	64.4654012	64.8434577	65.2195142	65.5935707	65.9656272	66.3356837	66.7037402	67.0697967	67.4338532
38.0	66.1909526	66.5790091	66.9650656	67.3491221	67.7311786	68.1112351	68.4892916	68.8653481	69.2394046
39.0	67.9165040	68.3145605	68.7106170	69.1046735	69.4967300	69.8867865	70.2748430	70.6608995	71.0449560
40.0	69.6420554	69.9501119	70.2561684	70.5602249	70.8622814	71.1623379	71.4603944	71.7564509	72.0505074

Table A Conventional Loans

YEAR	16.00%	16.25%	16.50%	16.75%	17.00%	17.25%	17.50%	17.75%	18.00%
1.0	1.7455512	1.7579717	1.7660816	1.7742068	1.7852505	1.7947935	1.8042446	1.8136948	1.8231450
2.0	3.4911024	3.5159434	3.5391632	3.5607236	3.5807250	3.5991790	3.6160374	3.6313000	3.6450650
3.0	5.2366536	5.2728101	5.3079666	5.3421231	5.3752796	5.4074361	5.4385926	5.4687491	5.4979056
4.0	6.9822050	7.0292615	7.0744180	7.1175745	7.1587310	7.1978875	7.2350440	7.2702005	7.3033570
5.0	8.7277564	8.7858129	8.8419694	8.8961259	8.9482824	9.0004389	9.0525954	9.1047519	9.1569084
6.0	10.4733078	10.5413643	10.6074208	10.6715773	10.7337338	10.7938903	10.8520468	10.9092033	10.9653598
7.0	12.2188592	12.2969157	12.3729722	12.4470287	12.5190852	12.5891417	12.6571982	12.7242547	12.7903112
8.0	13.9644106	14.0524671	14.1385236	14.2225801	14.3036366	14.3816931	14.4567496	14.5298061	14.6008626
9.0	15.7099620	15.8080185	15.9040750	16.0001315	16.0961880	16.1922445	16.2883010	16.3843575	16.4804140
10.0	17.4555134	17.5635699	17.6696264	17.7736829	17.8757394	17.9757959	18.0738524	18.1699089	18.2639654
11.0	19.2010648	19.3191213	19.4351778	19.5492343	19.6612908	19.7713473	19.8794038	19.9854603	20.0895168
12.0	20.9466162	21.0746727	21.2007292	21.3247857	21.4468422	21.5668987	21.6849552	21.8010117	21.9150682
13.0	22.6921676	22.8302241	22.9662806	23.1003371	23.2323936	23.3624501	23.4905066	23.6165631	23.7406196
14.0	24.4377190	24.5857755	24.7318320	24.8758885	25.0179450	25.1579915	25.2960480	25.4321045	25.5661610
15.0	26.1832704	26.3413269	26.4973834	26.6514399	26.8034964	26.9535529	27.1016094	27.2476659	27.3917224
16.0	27.9288218	28.0968783	28.2629348	28.4269913	28.5890478	28.7491043	28.9071608	29.0632173	29.2172738
17.0	29.6743732	29.8524297	30.0284862	30.2025427	30.3745992	30.5446557	30.7127122	30.8787687	31.0428252
18.0	31.4199246	31.6079811	31.7940376	31.9780941	32.1591506	32.3372071	32.5132636	32.6873201	32.8593766
19.0	33.1654760	33.3635325	33.5595890	33.7536455	33.9457020	34.1357585	34.3238150	34.5098715	34.6939280
20.0	34.9110274	35.1190839	35.3251404	35.5291969	35.7312534	35.9313099	36.1293664	36.3254229	36.5194794
21.0	36.6565788	36.8746353	37.0906918	37.3047483	37.5168048	37.7268613	37.9349178	38.1409743	38.3450308
22.0	38.4021302	38.6301867	38.8562432	39.0802997	39.3023562	39.5224127	39.7404692	39.9565257	40.1705822
23.0	40.1476816	40.3857381	40.6217946	40.8558511	41.0879076	41.3179641	41.5460206	41.7720771	41.9961336
24.0	41.8932330	42.1412895	42.3873460	42.6314025	42.8734590	43.1145155	43.3535720	43.5906285	43.8256850
25.0	43.6387844	43.8968409	44.1528974	44.4069539	44.6590104	44.9090669	45.1571234	45.4031799	45.6472364
26.0	45.3843358	45.6523923	45.9184488	46.1825053	46.4445618	46.7046183	46.9626748	47.2187313	47.4727878
27.0	47.1298872	47.4079437	47.6840002	47.9580567	48.2301132	48.5001697	48.7682262	49.0342827	49.2984392
28.0	48.8754386	49.1634951	49.4495516	49.7336081	50.0156646	50.2957211	50.5737776	50.8498341	51.1238906
29.0	50.6209900	50.9190465	51.2151030	51.5091595	51.8012160	52.0912725	52.3793290	52.6653855	52.9494420
30.0	52.3665414	52.6745979	52.9806544	53.2847109	53.5867674	53.8868239	54.1848804	54.4809369	54.7759934
31.0	54.1120928	54.4301493	54.7452058	55.0582623	55.3693188	55.6783753	55.9854318	56.2904883	56.5935448
32.0	55.8376442	56.1657007	56.4917572	56.8158137	57.1378702	57.4579267	57.7759832	58.0920397	58.4060962
33.0	57.5631956	57.9012521	58.2373086	58.5713651	58.9034216	59.2334781	59.5615346	59.8875911	60.2116476
34.0	59.2887470	59.6368035	59.9828600	60.3269165	60.6689730	61.0090295	61.3470860	61.6831425	62.0171990
35.0	61.0142984	61.3723549	61.7284114	62.0814679	62.4325244	62.7815809	63.1286374	63.4726939	63.8137504
36.0	62.7398498	63.1079063	63.4739628	63.8379193	64.1959758	64.5510323	64.9030888	65.2531453	65.6002018
37.0	64.4654012	64.8434577	65.2195142	65.5935707	65.9656272	66.3356837	66.7037402	67.0697967	67.4338532
38.0	66.1909526	66.5790091	66.9650656	67.3491221	67.7311786	68.1112351	68.4892916	68.8653481	69.2394046
39.0	67.9165040	68.3145605	68.7106170	69.1046735	69.4967300	69.8867865	70.2748430	70.6608995	71.0449560
40.0	69.6420554	69.9501119	70.2561684	70.5602249	70.8622814	71.1623379	71.4603944	71.7564509	72.0505074

Table A Conventional Loans

[illegible]

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[illegible]

8700910.6.666670.0082

YEARS*	20.05*	20.10*	20.15*	20.20*	20.25*	20.30*	20.35*	20.40*
4.0	0.17659776*	0.17657274*	0.17659776*	0.17657274*	0.17659776*	0.17657274*	0.17659776*	0.17657274*
5.0	0.17676584*	0.17676232*	0.17676584*	0.17676232*	0.17676584*	0.17676232*	0.17676584*	0.17676232*
6.0	0.17693392*	0.17693040*	0.17693392*	0.17693040*	0.17693392*	0.17693040*	0.17693392*	0.17693040*
7.0	0.17710199*	0.17709847*	0.17710199*	0.17709847*	0.17710199*	0.17709847*	0.17710199*	0.17709847*
8.0	0.17726999*	0.17726647*	0.17726999*	0.17726647*	0.17726999*	0.17726647*	0.17726999*	0.17726647*
9.0	0.17743806*	0.17743454*	0.17743806*	0.17743454*	0.17743806*	0.17743454*	0.17743806*	0.17743454*
10.0	0.17760613*	0.17760261*	0.17760613*	0.17760261*	0.17760613*	0.17760261*	0.17760613*	0.17760261*
11.0	0.17777420*	0.17777068*	0.17777420*	0.17777068*	0.17777420*	0.17777068*	0.17777420*	0.17777068*
12.0	0.17794227*	0.17793875*	0.17794227*	0.17793875*	0.17794227*	0.17793875*	0.17794227*	0.17793875*
13.0	0.17811034*	0.17810682*	0.17811034*	0.17810682*	0.17811034*	0.17810682*	0.17811034*	0.17810682*
14.0	0.17827841*	0.17827489*	0.17827841*	0.17827489*	0.17827841*	0.17827489*	0.17827841*	0.17827489*
15.0	0.17844648*	0.17844296*	0.17844648*	0.17844296*	0.17844648*	0.17844296*	0.17844648*	0.17844296*
16.0	0.17861455*	0.17861103*	0.17861455*	0.17861103*	0.17861455*	0.17861103*	0.17861455*	0.17861103*
17.0	0.17878262*	0.17877910*	0.17878262*	0.17877910*	0.17878262*	0.17877910*	0.17878262*	0.17877910*
18.0	0.17895069*	0.17894717*	0.17895069*	0.17894717*	0.17895069*	0.17894717*	0.17895069*	0.17894717*
19.0	0.17911876*	0.17911524*	0.17911876*	0.17911524*	0.17911876*	0.17911524*	0.17911876*	0.17911524*
20.0	0.17928683*	0.17928331*	0.17928683*	0.17928331*	0.17928683*	0.17928331*	0.17928683*	0.17928331*
21.0	0.17945490*	0.17945138*	0.17945490*	0.17945138*	0.17945490*	0.17945138*	0.17945490*	0.17945138*
22.0	0.17962297*	0.17961945*	0.17962297*	0.17961945*	0.17962297*	0.17961945*	0.17962297*	0.17961945*
23.0	0.17979104*	0.17978752*	0.17979104*	0.17978752*	0.17979104*	0.17978752*	0.17979104*	0.17978752*
24.0	0.17995911*	0.17995559*	0.17995911*	0.17995559*	0.17995911*	0.17995559*	0.17995911*	0.17995559*
25.0	0.18012718*	0.18012366*	0.18012718*	0.18012366*	0.18012718*	0.18012366*	0.18012718*	0.18012366*
26.0	0.18029525*	0.18029173*	0.18029525*	0.18029173*	0.18029525*	0.18029173*	0.18029525*	0.18029173*
27.0	0.18046332*	0.18045980*	0.18046332*	0.18045980*	0.18046332*	0.18045980*	0.18046332*	0.18045980*
28.0	0.18063139*	0.18062787*	0.18063139*	0.18062787*	0.18063139*	0.18062787*	0.18063139*	0.18062787*
29.0	0.18079946*	0.18079594*	0.18079946*	0.18079594*	0.18079946*	0.18079594*	0.18079946*	0.18079594*
30.0	0.18096753*	0.18096401*	0.18096753*	0.18096401*	0.18096753*	0.18096401*	0.18096753*	0.18096401*
31.0	0.18113560*	0.18113208*	0.18113560*	0.18113208*	0.18113560*	0.18113208*	0.18113560*	0.18113208*
32.0	0.18130367*	0.18130015*	0.18130367*	0.18130015*	0.18130367*	0.18130015*	0.18130367*	0.18130015*
33.0	0.18147174*	0.18146822*	0.18147174*	0.18146822*	0.18147174*	0.18146822*	0.18147174*	0.18146822*
34.0	0.18163981*	0.18163629*	0.18163981*	0.18163629*	0.18163981*	0.18163629*	0.18163981*	0.18163629*
35.0	0.18180788*	0.18180436*	0.18180788*	0.18180436*	0.18180788*	0.18180436*	0.18180788*	0.18180436*
40.0	0.18209898*	0.18209546*	0.18209898*	0.18209546*	0.18209898*	0.18209546*	0.18209898*	0.18209546*

Table A. Conventional Loans

YEARS	20.45*	20.5*	20.55*	20.60*	20.65*	20.70*	20.75*	20.80*
5	0.17672504	0.176772594	0.176825148	0.176877696	0.176930244	0.176982792	0.177035340	0.177087888
10	0.092856001	0.092879756	0.092922511	0.092965266	0.093008021	0.093050776	0.093093531	0.093136286
15	0.06497318	0.065014303	0.065055428	0.065096553	0.065137678	0.065178803	0.065219928	0.065261053
20	0.051115905	0.051140309	0.051164713	0.051189117	0.051213521	0.051237925	0.051262329	0.051286733
25	0.042854268	0.042879248	0.042904228	0.042929208	0.042954188	0.042979168	0.043004148	0.043029128
30	0.037306372	0.037418684	0.037531000	0.037643316	0.037755632	0.037867948	0.037980264	0.038092580
35	0.032672488	0.032772838	0.032873188	0.032973538	0.033073888	0.033174238	0.033274588	0.033374938
40	0.028214388	0.028314738	0.028415088	0.028515438	0.028615788	0.028716138	0.028816488	0.028916838
45	0.024217795	0.024318145	0.024418495	0.024518845	0.024619195	0.024719545	0.024819895	0.024920245
50	0.021234688	0.021335038	0.021435388	0.021535738	0.021636088	0.021736438	0.021836788	0.021937138
55	0.018736748	0.018837098	0.018937448	0.019037798	0.019138148	0.019238498	0.019338848	0.019439198
60	0.016738808	0.016839158	0.016939508	0.017039858	0.017140208	0.017240558	0.017340908	0.017441258
65	0.015136918	0.015237268	0.015337618	0.015437968	0.015538318	0.015638668	0.015739018	0.015839368
70	0.013835028	0.013935378	0.014035728	0.014136078	0.014236428	0.014336778	0.014437128	0.014537478
75	0.012833138	0.012933488	0.013033838	0.013134188	0.013234538	0.013334888	0.013435238	0.013535588
80	0.012031248	0.012131598	0.012231948	0.012332298	0.012432648	0.012532998	0.012633348	0.012733698
85	0.011430358	0.011530708	0.011631058	0.011731408	0.011831758	0.011932108	0.012032458	0.012132808
90	0.010930468	0.011030818	0.011131168	0.011231518	0.011331868	0.011432218	0.011532568	0.011632918
95	0.010530578	0.010630928	0.010731278	0.010831628	0.010931978	0.011032328	0.011132678	0.011233028
100	0.010230688	0.010331038	0.010431388	0.010531738	0.010632088	0.010732438	0.010832788	0.010933138
105	0.010030798	0.010131148	0.010231498	0.010331848	0.010432198	0.010532548	0.010632898	0.010733248
110	0.009830908	0.009931258	0.010031608	0.010131958	0.010232308	0.010332658	0.010433008	0.010533358
115	0.009631018	0.009731368	0.009831718	0.009932068	0.010032418	0.010132768	0.010233118	0.010333468
120	0.009431128	0.009531478	0.009631828	0.009732178	0.009832528	0.009932878	0.010033228	0.010133578
125	0.009231238	0.009331588	0.009431938	0.009532288	0.009632638	0.009732988	0.009833338	0.009933688
130	0.009031348	0.009131698	0.009232048	0.009332398	0.009432748	0.009533098	0.009633448	0.009733798
135	0.008831458	0.008931808	0.009032158	0.009132508	0.009232858	0.009333208	0.009433558	0.009533908
140	0.008631568	0.008731918	0.008832268	0.008932618	0.009032968	0.009133318	0.009233668	0.009334018
145	0.008431678	0.008532028	0.008632378	0.008732728	0.008833078	0.008933428	0.009033778	0.009134128
150	0.008231788	0.008332138	0.008432488	0.008532838	0.008633188	0.008733538	0.008833888	0.008934238
155	0.008031898	0.008132248	0.008232598	0.008332948	0.008433298	0.008533648	0.008633998	0.008734348
160	0.007832008	0.007932358	0.008032708	0.008133058	0.008233408	0.008333758	0.008434108	0.008534458
165	0.007632118	0.007732468	0.007832818	0.007933168	0.008033518	0.008133868	0.008234218	0.008334568
170	0.007432228	0.007532578	0.007632928	0.007733278	0.007833628	0.007933978	0.008034328	0.008134678
175	0.007232338	0.007332688	0.007433038	0.007533388	0.007633738	0.007734088	0.007834438	0.007934788
180	0.007032448	0.007132798	0.007233148	0.007333498	0.007433848	0.007534198	0.007634548	0.007734898
185	0.006832558	0.006932908	0.007033258	0.007133608	0.007233958	0.007334308	0.007434658	0.007535008
190	0.006632668	0.006733018	0.006833368	0.006933718	0.007034068	0.007134418	0.007234768	0.007335118
195	0.006432778	0.006533128	0.006633478	0.006733828	0.006834178	0.006934528	0.007034878	0.007135228
200	0.006232888	0.006333238	0.006433588	0.006533938	0.006634288	0.006734638	0.006834988	0.006935338
205	0.006032998	0.006133348	0.006233698	0.006334048	0.006434398	0.006534748	0.006635098	0.006735448
210	0.005833108	0.005933458	0.006033808	0.006134158	0.006234508	0.006334858	0.006435208	0.006535558
215	0.005633218	0.005733568	0.005833918	0.005934268	0.006034618	0.006134968	0.006235318	0.006335668
220	0.005433328	0.005533678	0.005634028	0.005734378	0.005834728	0.005935078	0.006035428	0.006135778
225	0.005233438	0.005333788	0.005434138	0.005534488	0.005634838	0.005735188	0.005835538	0.005935888
230	0.005033548	0.005133898	0.005234248	0.005334598	0.005434948	0.005535298	0.005635648	0.005735998
235	0.004833658	0.004934008	0.005034358	0.005134708	0.005235058	0.005335408	0.005435758	0.005536108
240	0.004633768	0.004734118	0.004834468	0.004934818	0.005035168	0.005135518	0.005235868	0.005336218
245	0.004433878	0.004534228	0.004634578	0.004734928	0.004835278	0.004935628	0.005035978	0.005136328
250	0.004233988	0.004334338	0.004434688	0.004535038	0.004635388	0.004735738	0.004836088	0.004936438
255	0.004034098	0.004134448	0.004234798	0.004335148	0.004435498	0.004535848	0.004636198	0.004736548
260	0.003834208	0.003934558	0.004034908	0.004135258	0.004235608	0.004335958	0.004436308	0.004536658
265	0.003634318	0.003734668	0.003835018	0.003935368	0.004035718	0.004136068	0.004236418	0.004336768
270	0.003434428	0.003534778	0.003635128	0.003735478	0.003835828	0.003936178	0.004036528	0.004136878
275	0.003234538	0.003334888	0.003435238	0.003535588	0.003635938	0.003736288	0.003836638	0.003936988
280	0.003034648	0.003134998	0.003235348	0.003335698	0.003436048	0.003536398	0.003636748	0.003737098
285	0.002834758	0.002935108	0.003035458	0.003135808	0.003236158	0.003336508	0.003436858	0.003537208
290	0.002634868	0.002735218	0.002835568	0.002935918	0.003036268	0.003136618	0.003236968	0.003337318
295	0.002434978	0.002535328	0.002635678	0.002736028	0.002836378	0.002936728	0.003037078	0.003137428
300	0.002235088	0.002335438	0.002435788	0.002536138	0.002636488	0.002736838	0.002837188	0.002937538
305	0.002035198	0.002135548	0.002235898	0.002336248	0.002436598	0.002536948	0.002637298	0.002737648
310	0.001835308	0.001935658	0.002036008	0.002136358	0.002236708	0.002337058	0.002437408	0.002537758
315	0.001635418	0.001735768	0.001836118	0.001936468	0.002036818	0.002137168	0.002237518	0.002337868
320	0.001435528	0.001535878	0.001636228	0.001736578	0.001836928	0.001937278	0.002037628	0.002137978
325	0.001235638	0.001335988	0.001436338	0.001536688	0.001637038	0.001737388	0.001837738	0.001938088
330	0.001035748	0.001136098	0.001236448	0.001336798	0.001437148	0.001537498	0.001637848	0.001738198
335	0.000835858	0.000936208	0.001036558	0.001136908	0.001237258	0.001337608	0.001437958	0.001538308
340	0.000635968	0.000736318	0.000836668	0.000937018	0.001037368	0.001137718	0.001238068	0.001338418
345	0.000436078	0.000536428	0.000636778	0.000737128	0.000837478	0.000937828	0.001038178	0.001138528
350	0.000236188	0.000336538	0.000436888	0.000537238	0.000637588	0.000737938	0.000838288	0.000938638
355	0.000036298	0.000136648	0.000236998	0.000337348	0.000437698	0.000538048	0.000638398	0.000738748
360	0.000036408	0.000136758	0.000237108	0.000337458	0.000437808	0.000538158	0.000638508	0.000738858

Table A. Constant interest rates

YEARS	19.25	19.30	19.35	19.40	19.45	19.50	19.55	19.60
1.5	1.7614839	1.7617335	1.7619829	1.7622324	1.7624819	1.7627315	1.7629810	1.7632305
1.0	1.8227593	1.8229981	1.8232370	1.8234759	1.8237148	1.8239537	1.8241927	1.8244317
1.5	1.8840323	1.8842710	1.8845097	1.8847485	1.8849872	1.8852259	1.8854646	1.8857033
2.0	1.9453053	1.9455439	1.9457826	1.9460213	1.9462599	1.9464986	1.9467372	1.9469758
2.5	1.94725664	1.94728144	1.94730624	1.94733104	1.94735584	1.94738064	1.94740544	1.94743024
3.0	1.94767854	1.94770334	1.94772814	1.94775294	1.94777774	1.94780254	1.94782734	1.94785214
4.0	1.95037204	1.95039684	1.95042164	1.95044644	1.95047124	1.95049604	1.95052084	1.95054564
5.0	1.95307504	1.95309984	1.95312464	1.95314944	1.95317424	1.95319904	1.95322384	1.95324864
6.0	1.95577804	1.95580284	1.95582764	1.95585244	1.95587724	1.95590204	1.95592684	1.95595164
7.0	1.95848104	1.95850584	1.95853064	1.95855544	1.95858024	1.95860504	1.95862984	1.95865464
8.0	1.96118404	1.96120884	1.96123364	1.96125844	1.96128324	1.96130804	1.96133284	1.96135764
9.0	1.96388704	1.96391184	1.96393664	1.96396144	1.96398624	1.96401104	1.96403584	1.96406064
10.0	1.96659004	1.96661484	1.96663964	1.96666444	1.96668924	1.96671404	1.96673884	1.96676364
11.0	1.96929304	1.96931784	1.96934264	1.96936744	1.96939224	1.96941704	1.96944184	1.96946664
12.0	1.97199604	1.97202084	1.97204564	1.97207044	1.97209524	1.97212004	1.97214484	1.97216964
13.0	1.97469904	1.97472384	1.97474864	1.97477344	1.97479824	1.97482304	1.97484784	1.97487264
14.0	1.97740204	1.97742684	1.97745164	1.97747644	1.97750124	1.97752604	1.97755084	1.97757564
15.0	1.98010504	1.98012984	1.98015464	1.98017944	1.98020424	1.98022904	1.98025384	1.98027864
16.0	1.98280804	1.98283284	1.98285764	1.98288244	1.98290724	1.98293204	1.98295684	1.98298164
17.0	1.98551104	1.98553584	1.98556064	1.98558544	1.98561024	1.98563504	1.98565984	1.98568464
18.0	1.98821404	1.98823884	1.98826364	1.98828844	1.98831324	1.98833804	1.98836284	1.98838764
19.0	1.99091704	1.99094184	1.99096664	1.99099144	1.99101624	1.99104104	1.99106584	1.99109064
20.0	1.99362004	1.99364484	1.99366964	1.99369444	1.99371924	1.99374404	1.99376884	1.99379364
21.0	1.99632304	1.99634784	1.99637264	1.99639744	1.99642224	1.99644704	1.99647184	1.99649664
22.0	1.99902604	1.99905084	1.99907564	1.99910044	1.99912524	1.99915004	1.99917484	1.99919964
23.0	2.00172904	2.00175384	2.00177864	2.00180344	2.00182824	2.00185304	2.00187784	2.00190264
24.0	2.00443204	2.00445684	2.00448164	2.00450644	2.00453124	2.00455604	2.00458084	2.00460564
25.0	2.00713504	2.00715984	2.00718464	2.00720944	2.00723424	2.00725904	2.00728384	2.00730864
26.0	2.00983804	2.00986284	2.00988764	2.00991244	2.00993724	2.00996204	2.00998684	2.01001164
27.0	2.01254104	2.01256584	2.01259064	2.01261544	2.01264024	2.01266504	2.01268984	2.01271464
28.0	2.01524404	2.01526884	2.01529364	2.01531844	2.01534324	2.01536804	2.01539284	2.01541764
29.0	2.01794704	2.01797184	2.01799664	2.01802144	2.01804624	2.01807104	2.01809584	2.01812064
30.0	2.02065004	2.02067484	2.02069964	2.02072444	2.02074924	2.02077404	2.02079884	2.02082364
35.0	2.06067154	2.06069634	2.06072114	2.06074594	2.06077074	2.06079554	2.06082034	2.06084514
40.0	2.16049394	2.16051874	2.16054354	2.16056834	2.16059314	2.16061794	2.16064274	2.16066754

YEARS	19.65	19.70	19.75	19.80	19.85	19.90	19.95	20.00
1.5	1.17631802	1.17631299	1.17639794	1.17642291	1.17647838	1.17647385	1.17649782	1.17652718
1.0	0.049246708	0.049244907	0.049251493	0.049253681	0.049256713	0.049258666	0.049261058	0.049263450
1.5	0.049457087	0.049461907	0.049466308	0.049469441	0.049471114	0.049471344	0.049471384	0.049471300
2.0	0.050724488	0.050731767	0.050737378	0.050741078	0.050822534	0.050844968	0.050870113	0.050895804
2.5	0.042454963	0.042460139	0.042505077	0.042529968	0.042554854	0.042579764	0.042604678	0.042629594
3.0	0.036985498	0.037010908	0.037036324	0.037061708	0.037087204	0.037112654	0.037138118	0.037163584
4.0	0.030244220	0.030270732	0.030297372	0.030323916	0.030350509	0.030377114	0.030403738	0.030430366
5.0	0.026295952	0.026312748	0.026329547	0.026346346	0.026363144	0.026379943	0.026396742	0.026413540
6.0	0.023750348	0.023779218	0.023808091	0.023836964	0.023865837	0.023894709	0.023923582	0.023952455
7.0	0.021935974	0.022005911	0.022085934	0.022165957	0.022245980	0.022326003	0.022406026	0.022486049
8.0	0.020735446	0.020766540	0.020797546	0.020828652	0.020859758	0.020890864	0.020921970	0.020953076
9.0	0.019803372	0.019833372	0.019863372	0.019893372	0.019923372	0.019953372	0.019983372	0.020013372
10.0	0.019094088	0.019127088	0.019160088	0.019193088	0.019226088	0.019259088	0.019292088	0.019325088
11.0	0.018544664	0.018582264	0.018619864	0.018657464	0.018695064	0.018732664	0.018770264	0.018807864
12.0	0.018122638	0.018157338	0.018192038	0.018226738	0.018261438	0.018296138	0.018330838	0.018365538
13.0	0.017786646	0.017821936	0.017857226	0.017892516	0.017927806	0.017963096	0.017998386	0.018033676
14.0	0.017519046	0.017555206	0.017591366	0.017627526	0.017663686	0.017699846	0.017736006	0.017772166
15.0	0.017304946	0.017341736	0.017378536	0.017415336	0.017452136	0.017488936	0.017525736	0.017562536
16.0	0.017126846	0.017170006	0.017213166	0.017256326	0.017299486	0.017342646	0.017385806	0.017428966
17.0	0.016993306	0.017031286	0.017069266	0.017107246	0.017145226	0.017183206	0.017221186	0.017259166
18.0	0.016868016	0.016911886	0.016955756	0.016999626	0.017043496	0.017087366	0.017131236	0.017175106
19.0	0.016748872	0.016821746	0.016894620	0.016967494	0.017040368	0.017113242	0.017186116	0.017258990
20.0	0.016713346	0.016755084	0.016796822	0.016838560	0.016880298	0.016922036	0.016963774	0.016998252
21.0	0.016652908	0.016692368	0.016731848	0.016771328	0.016810808	0.016850288	0.016889768	0.016929248
22.0	0.016603028	0.016642758	0.016682488	0.016722218	0.016761948	0.016801678	0.016841408	0.016881138
23.0	0.016562118	0.016602178	0.016642238	0.016682298	0.016722358	0.016762418	0.016802478	0.016842538
24.0	0.016528718	0.016569498	0.016610278	0.016651058	0.016691838	0.016732618	0.016773398	0.016814178
25.0	0.016501878	0.016541718	0.016582598	0.016623478	0.016664358	0.016705238	0.016746118	0.016786998
26.0	0.016478778	0.016519378	0.016559988	0.016600618	0.016641248	0.016681878	0.016722508	0.016763138
27.0	0.016456908	0.016501058	0.016541818	0.016582588	0.016623358	0.016664148	0.016704948	0.016745748
28.0	0.016435378	0.016480018	0.016526908	0.016567768	0.016608708	0.016649618	0.016690538	0.016731458
29.0	0.016413678	0.016457368	0.016501918	0.016546668	0.016591668	0.016637708	0.016683738	0.016719768
30.0	0.016392268	0.016436378	0.016480648	0.016525568	0.016570968	0.016616798	0.016663048	0.016709298
35.0	0.016392268	0.016436378	0.016480648	0.016525568	0.016570968	0.016616798	0.016663048	0.016709298
40.0	0.016381148	0.016423248	0.016464488	0.016506048	0.016547968	0.016589952	0.016631088	0.016672648

[illegible]

YEARS	23-65	23-70	23-75	23-80	23-85	23-90	23-95	24-00
-5	1.7350512	1.7437822	1.7540031	1.7642541	1.7745051	1.7847560	1.7950070	1.8052580
-4	0.9439303	0.9441547	0.9443791	0.9446035	0.9448279	0.9450523	0.9452767	0.9455011
-3	0.0663117	0.0665558	0.0667999	0.0670440	0.0672881	0.0675322	0.0677763	0.0680204
-2	0.0526675	0.0527214	0.0527753	0.0528292	0.0528831	0.0529370	0.0529909	0.0530448
-1	0.0449471	0.0449958	0.0450445	0.0450932	0.0451419	0.0451906	0.0452393	0.0452880
0	0.0390433	0.0390758	0.0391083	0.0391408	0.0391732	0.0392057	0.0392382	0.0392707
1	0.0324086	0.0324361	0.0324636	0.0324911	0.0325186	0.0325461	0.0325736	0.0326011
2	0.0285617	0.0285942	0.0286267	0.0286592	0.0286917	0.0287242	0.0287567	0.0287892
3	0.0261177	0.0261502	0.0261827	0.0262152	0.0262477	0.0262802	0.0263127	0.0263452
4	0.0245697	0.0246022	0.0246347	0.0246672	0.0246997	0.0247322	0.0247647	0.0247972
5	0.0231174	0.0231499	0.0231824	0.0232149	0.0232474	0.0232799	0.0233124	0.0233449
6	0.0218407	0.0218732	0.0219057	0.0219382	0.0219707	0.0220032	0.0220357	0.0220682
7	0.0207198	0.0207523	0.0207848	0.0208173	0.0208498	0.0208823	0.0209148	0.0209473
8	0.0200036	0.0200361	0.0200686	0.0201011	0.0201336	0.0201661	0.0201986	0.0202311
9	0.0196918	0.0197243	0.0197568	0.0197893	0.0198218	0.0198543	0.0198868	0.0199193
10	0.0193853	0.0194178	0.0194503	0.0194828	0.0195153	0.0195478	0.0195803	0.0196128
11	0.0190836	0.0191161	0.0191486	0.0191811	0.0192136	0.0192461	0.0192786	0.0193111
12	0.0187819	0.0188144	0.0188469	0.0188794	0.0189119	0.0189444	0.0189769	0.0190094
13	0.0184802	0.0185127	0.0185452	0.0185777	0.0186102	0.0186427	0.0186752	0.0187077
14	0.0181785	0.0182110	0.0182435	0.0182760	0.0183085	0.0183410	0.0183735	0.0184060
15	0.0178768	0.0179093	0.0179418	0.0179743	0.0180068	0.0180393	0.0180718	0.0181043
16	0.0175751	0.0176076	0.0176401	0.0176726	0.0177051	0.0177376	0.0177701	0.0178026
17	0.0172734	0.0173059	0.0173384	0.0173709	0.0174034	0.0174359	0.0174684	0.0175009
18	0.0169717	0.0170042	0.0170367	0.0170692	0.0171017	0.0171342	0.0171667	0.0171992
19	0.0166699	0.0167024	0.0167349	0.0167674	0.0168000	0.0168325	0.0168650	0.0168975
20	0.0163682	0.0164007	0.0164332	0.0164657	0.0164982	0.0165307	0.0165632	0.0165957
21	0.0160665	0.0160990	0.0161315	0.0161640	0.0161965	0.0162290	0.0162615	0.0162940
22	0.0157648	0.0157973	0.0158298	0.0158623	0.0158948	0.0159273	0.0159598	0.0159923
23	0.0154631	0.0154956	0.0155281	0.0155606	0.0155931	0.0156256	0.0156581	0.0156906
24	0.0151614	0.0151939	0.0152264	0.0152589	0.0152914	0.0153239	0.0153564	0.0153889
25	0.0148597	0.0148922	0.0149247	0.0149572	0.0149897	0.0150222	0.0150547	0.0150872
26	0.0145580	0.0145905	0.0146230	0.0146555	0.0146880	0.0147205	0.0147530	0.0147855
27	0.0142563	0.0142888	0.0143213	0.0143538	0.0143863	0.0144188	0.0144513	0.0144838
28	0.0139546	0.0139871	0.0140196	0.0140521	0.0140846	0.0141171	0.0141496	0.0141821
29	0.0136529	0.0136854	0.0137179	0.0137504	0.0137829	0.0138154	0.0138479	0.0138804
30	0.0133512	0.0133837	0.0134162	0.0134487	0.0134812	0.0135137	0.0135462	0.0135787
35	0.0127136	0.0127461	0.0127786	0.0128111	0.0128436	0.0128761	0.0129086	0.0129411
40	0.0119002	0.0119327	0.0119652	0.0119977	0.0120302	0.0120627	0.0120952	0.0121277

YEAR	22.50	22.60	22.65	22.70	22.75
1.0	0.17774940	0.17777355	0.17782555	0.17784652	0.17787367
2.0	0.17784652	0.17787367	0.17790082	0.17792797	0.17795512
3.0	0.17795512	0.17798227	0.17800942	0.17803657	0.17806372
4.0	0.17806372	0.17809087	0.17811802	0.17814517	0.17817232
5.0	0.17817232	0.17819947	0.17822662	0.17825377	0.17828092
6.0	0.17828092	0.17830807	0.17833522	0.17836237	0.17838952
7.0	0.17838952	0.17841667	0.17844382	0.17847097	0.17849812
8.0	0.17849812	0.17852527	0.17855242	0.17857957	0.17860672
9.0	0.17860672	0.17863387	0.17866102	0.17868817	0.17871532
10.0	0.17871532	0.17874247	0.17876962	0.17879677	0.17882392
11.0	0.17882392	0.17885107	0.17887822	0.17890537	0.17893252
12.0	0.17893252	0.17895967	0.17898682	0.17901397	0.17904112
13.0	0.17904112	0.17906827	0.17909542	0.17912257	0.17914972
14.0	0.17914972	0.17917687	0.17920402	0.17923117	0.17925832
15.0	0.17925832	0.17928547	0.17931262	0.17933977	0.17936692
16.0	0.17936692	0.17939407	0.17942122	0.17944837	0.17947552
17.0	0.17947552	0.17950267	0.17952982	0.17955697	0.17958412
18.0	0.17958412	0.17961127	0.17963842	0.17966557	0.17969272
19.0	0.17969272	0.17971987	0.17974702	0.17977417	0.17980132
20.0	0.17980132	0.17982847	0.17985562	0.17988277	0.17990992
21.0	0.17990992	0.17993707	0.17996422	0.17999137	0.18001852
22.0	0.18001852	0.18004567	0.18007282	0.18009997	0.18012712
23.0	0.18012712	0.18015427	0.18018142	0.18020857	0.18023572
24.0	0.18023572	0.18026287	0.18029002	0.18031717	0.18034432
25.0	0.18034432	0.18037147	0.18039862	0.18042577	0.18045292
26.0	0.18045292	0.18048007	0.18050722	0.18053437	0.18056152
27.0	0.18056152	0.18058867	0.18061582	0.18064297	0.18067012
28.0	0.18067012	0.18069727	0.18072442	0.18075157	0.18077872
29.0	0.18077872	0.18080587	0.18083302	0.18086017	0.18088732
30.0	0.18088732	0.18091447	0.18094162	0.18096877	0.18099592
31.0	0.18099592	0.18102307	0.18105022	0.18107737	0.18110452
32.0	0.18110452	0.18113167	0.18115882	0.18118597	0.18121312
33.0	0.18121312	0.18124027	0.18126742	0.18129457	0.18132172
34.0	0.18132172	0.18134887	0.18137602	0.18140317	0.18143032
35.0	0.18143032	0.18145747	0.18148462	0.18151177	0.18153892
36.0	0.18153892	0.18156607	0.18159322	0.18162037	0.18164752
37.0	0.18164752	0.18167467	0.18170182	0.18172897	0.18175612
38.0	0.18175612	0.18178327	0.18181042	0.18183757	0.18186472
39.0	0.18186472	0.18189187	0.18191902	0.18194617	0.18197332
40.0	0.18197332	0.18200047	0.18202762	0.18205477	0.18208192
41.0	0.18208192	0.18210907	0.18213622	0.18216337	0.18219052
42.0	0.18219052	0.18221767	0.18224482	0.18227197	0.18229912
43.0	0.18229912	0.18232627	0.18235342	0.18238057	0.18240772
44.0	0.18240772	0.18243487	0.18246202	0.18248917	0.18251632
45.0	0.18251632	0.18254347	0.18257062	0.18259777	0.18262492
46.0	0.18262492	0.18265207	0.18267922	0.18270637	0.18273352
47.0	0.18273352	0.18276067	0.18278782	0.18281497	0.18284212
48.0	0.18284212	0.18286927	0.18289642	0.18292357	0.18295072
49.0	0.18295072	0.18297787	0.18300502	0.18303217	0.18305932
50.0	0.18305932	0.18308647	0.18311362	0.18314077	0.18316792
51.0	0.18316792	0.18319507	0.18322222	0.18324937	0.18327652
52.0	0.18327652	0.18330367	0.18333082	0.18335797	0.18338512
53.0	0.18338512	0.18341227	0.18343942	0.18346657	0.18349372
54.0	0.18349372	0.18352087	0.18354802	0.18357517	0.18360232
55.0	0.18360232	0.18362947	0.18365662	0.18368377	0.18371092
56.0	0.18371092	0.18373807	0.18376522	0.18379237	0.18381952
57.0	0.18381952	0.18384667	0.18387382	0.18390097	0.18392812
58.0	0.18392812	0.18395527	0.18398242	0.18400957	0.18403672
59.0	0.18403672	0.18406387	0.18409102	0.18411817	0.18414532
60.0	0.18414532	0.18417247	0.18419962	0.18422677	0.18425392
61.0	0.18425392	0.18428107	0.18430822	0.18433537	0.18436252
62.0	0.18436252	0.18438967	0.18441682	0.18444397	0.18447112
63.0	0.18447112	0.18449827	0.18452542	0.18455257	0.18457972
64.0	0.18457972	0.18460687	0.18463402	0.18466117	0.18468832
65.0	0.18468832	0.18471547	0.18474262	0.18476977	0.18479692
66.0	0.18479692	0.18482407	0.18485122	0.18487837	0.18490552
67.0	0.18490552	0.18493267	0.18495982	0.18498697	0.18501412
68.0	0.18501412	0.18504127	0.18506842	0.18509557	0.18512272
69.0	0.18512272	0.18514987	0.18517702	0.18520417	0.18523132
70.0	0.18523132	0.18525847	0.18528562	0.18531277	0.18533992
71.0	0.18533992	0.18536707	0.18539422	0.18542137	0.18544852
72.0	0.18544852	0.18547567	0.18550282	0.18552997	0.18555712
73.0	0.18555712	0.18558427	0.18561142	0.18563857	0.18566572
74.0	0.18566572	0.18569287	0.18572002	0.18574717	0.18577432
75.0	0.18577432	0.18580147	0.18582862	0.18585577	0.18588292
76.0	0.18588292	0.18591007	0.18593722	0.18596437	0.18599152
77.0	0.18599152	0.18601867	0.18604582	0.18607297	0.18609912
78.0	0.18609912	0.18612627	0.18615342	0.18618057	0.18620772
79.0	0.18620772	0.18623487	0.18626202	0.18628917	0.18631632
80.0	0.18631632	0.18634347	0.18637062	0.18639777	0.18642492
81.0	0.18642492	0.18645207	0.18647922	0.18650637	0.18653352
82.0	0.18653352	0.18656067	0.18658782	0.18661497	0.18664212
83.0	0.18664212	0.18666927	0.18669642	0.18672357	0.18675072
84.0	0.18675072	0.18677787	0.18680502	0.18683217	0.18685932
85.0	0.18685932	0.18688647	0.18691362	0.18694077	0.18696792
86.0	0.18696792	0.18699507	0.18702222	0.18704937	0.18707652
87.0	0.18707652	0.18710367	0.18713082	0.18715797	0.18718512
88.0	0.18718512	0.18721227	0.18723942	0.18726657	0.18729372
89.0	0.18729372	0.18732087	0.18734802	0.18737517	0.18740232
90.0	0.18740232	0.18742947	0.18745662	0.18748377	0.18751092
91.0	0.18751092	0.18753807	0.18756522	0.18759237	0.18761952
92.0	0.18761952	0.18764667	0.18767382	0.18770097	0.18772812
93.0	0.18772812	0.18775527	0.18778242	0.18780957	0.18783672
94.0	0.18783672	0.18786387	0.18789102	0.18791817	0.18794532
95.0	0.18794532	0.18797247	0.18800962	0.18803677	0.18806392
96.0	0.18806392	0.18809107	0.18811822	0.18814537	0.18817252
97.0	0.18817252	0.18819967	0.18822682	0.18825397	0.18828112
98.0	0.18828112	0.18830827	0.18833542	0.18836257	0.18838972
99.0	0.18838972	0.18841687	0.18844402	0.18847117	0.18849832
100.0	0.18849832	0.18852547	0.18855262	0.18857977	0.18860692

YEAR	22.8%	22.90%	22.95%	23.0%	23.10%	23.15%	23.20%
	ANNUAL INTEREST RATE						
5	177948874	177974933	177999000	178024068	178049144	178074222	178099299
10	69400000	694026077	694052154	694078232	694104309	694130386	694156463
15	60411336	604139413	604165479	604191546	604217612	604243679	604269745
20	535229488	535255565	535281642	535307719	535333796	535359873	535385950
25	40636374	406389811	406415878	406441945	406468012	406494079	406520146
30	336843158	336869225	336895292	336921359	336947426	336973493	336999560
35	28196434	281990411	282016478	282042545	282068612	282094679	282120746
40	22813338	228159455	228185522	228211589	228237656	228263723	228289790
45	18263333	182659400	182685467	182711534	182737601	182763668	182789735
50	14253258	142558655	142584722	142610789	142636856	142662923	142688990
55	10243183	102457900	102483967	102510034	102536101	102562168	102588235
60	72764074	727666814	727692881	727718948	727745015	727771082	727797149
65	521894498	521920565	521946632	521972699	522000000	522026067	522052134
70	421251448	421277515	421299582	421321649	421343716	421365783	421387850
75	321613538	321639605	321665672	321691739	321717806	321743873	321769940
80	221975338	221999405	222023472	222047539	222071606	222095673	222119740
85	122363338	122389405	122415472	122441539	122467606	122493673	122519740
90	221894498	221920565	221946632	221972699	222000000	222026067	222052134
95	121251448	121277515	121299582	121321649	121343716	121365783	121387850
100	221613538	221639605	221665672	221691739	221717806	221743873	221769940
105	122363338	122389405	122415472	122441539	122467606	122493673	122519740
110	221894498	221920565	221946632	221972699	222000000	222026067	222052134
115	121251448	121277515	121299582	121321649	121343716	121365783	121387850
120	221613538	221639605	221665672	221691739	221717806	221743873	221769940
125	122363338	122389405	122415472	122441539	122467606	122493673	122519740
130	221894498	221920565	221946632	221972699	222000000	222026067	222052134
135	121251448	121277515	121299582	121321649	121343716	121365783	121387850
140	221613538	221639605	221665672	221691739	221717806	221743873	221769940
145	122363338	122389405	122415472	122441539	122467606	122493673	122519740
150	221894498	221920565	221946632	221972699	222000000	222026067	222052134
155	121251448	121277515	121299582	121321649	121343716	121365783	121387850
160	221613538	221639605	221665672	221691739	221717806	221743873	221769940
165	122363338	122389405	122415472	122441539	122467606	122493673	122519740
170	221894498	221920565	221946632	221972699	222000000	222026067	222052134
175	121251448	121277515	121299582	121321649	121343716	121365783	121387850
180	221613538	221639605	221665672	221691739	221717806	221743873	221769940
185	122363338	122389405	122415472	122441539	122467606	122493673	122519740
190	221894498	221920565	221946632	221972699	222000000	222026067	222052134
195	121251448	121277515	121299582	121321649	121343716	121365783	121387850
200	221613538	221639605	221665672	221691739	221717806	221743873	221769940
205	122363338	122389405	122415472	122441539	122467606	122493673	122519740
210	221894498	221920565	221946632	221972699	222000000	222026067	222052134
215	121251448	121277515	121299582	121321649	121343716	121365783	121387850
220	221613538	221639605	221665672	221691739	221717806	221743873	221769940
225	122363338	122389405	122415472	122441539	122467606	122493673	122519740
230	221894498	221920565	221946632	221972699	222000000	222026067	222052134
235	121251448	121277515	121299582	121321649	121343716	121365783	121387850
240	221613538	221639605	221665672	221691739	221717806	221743873	221769940
245	122363338	122389405	122415472	122441539	122467606	122493673	122519740
250	221894498	221920565	221946632	221972699	222000000	222026067	222052134
255	121251448	121277515	121299582	121321649	121343716	121365783	121387850
260	221613538	221639605	221665672	221691739	221717806	221743873	221769940
265	122363338	122389405	122415472	122441539	122467606	122493673	122519740
270	221894498	221920565	221946632	221972699	222000000	222026067	222052134
275	121251448	121277515	121299582	121321649	121343716	121365783	121387850
280	221613538	221639605	221665672	221691739	221717806	221743873	221769940
285	122363338	122389405	122415472	122441539	122467606	122493673	122519740
290	221894498	221920565	221946632	221972699	222000000	222026067	222052134
295	121251448	121277515	121299582	121321649	121343716	121365783	121387850
300	221613538	221639605	221665672	221691739	221717806	221743873	221769940
305	122363338	122389405	122415472	122441539	122467606	122493673	122519740
310	221894498	221920565	221946632	221972699	222000000	222026067	222052134
315	121251448	121277515	121299582	121321649	121343716	121365783	121387850
320	221613538	221639605	221665672	221691739	221717806	221743873	221769940
325	122363338	122389405	122415472	122441539	122467606	122493673	122519740
330	221894498	221920565	221946632	221972699	222000000	222026067	222052134
335	121251448	121277515	121299582	121321649	121343716	121365783	121387850
340	221613538	221639605	221665672	221691739	221717806	221743873	221769940
345	122363338	122389405	122415472	122441539	122467606	122493673	122519740
350	221894498	221920565	221946632	221972699	222000000	222026067	222052134
355	121251448	121277515	121299582	121321649	121343716	121365783	121387850
360	221613538	221639605	221665672	221691739	221717806	221743873	221769940
365	122363338	122389405	122415472	122441539	122467606	122493673	122519740
370	221894498	221920565	221946632	221972699	222000000	222026067	222052134
375	121251448	121277515	121299582	121321649	121343716	121365783	121387850
380	221613538	221639605	221665672	221691739	221717806	221743873	221769940
385	122363338	122389405	122415472	122441539	122467606	122493673	122519740
390	221894498	221920565	221946632	221972699	222000000	222026067	222052134
395	121251448	121277515	121299582	121321649	121343716	121365783	121387850
400	221613538	221639605	221665672	221691739	221717806	221743873	221769940

Table A Conventional Loans

ANNUAL INTEREST RATE

1.5	0.14969271	-0.37611945	-0.27133375	-0.27613533	-0.19506878	-0.09509277	-0.01616888	-0.00134618	-0.00142818
1.0	0.07499141	-0.09497565	-0.05431948	-0.03662612	-0.02395068	-0.01509274	-0.00871359	-0.00451607	-0.00234790
1.5	-0.01118233	-0.06716273	-0.06716173	-0.06719181	-0.06712135	-0.06714000	-0.06712654	-0.06712654	-0.06712654
2.0	-0.04326625	-0.05421330	-0.05336666	-0.05336666	-0.05336666	-0.05336666	-0.05336666	-0.05336666	-0.05336666
2.5	-0.04500597	-0.05111694	-0.04513342	-0.04516316	-0.04516316	-0.04516316	-0.04516316	-0.04516316	-0.04516316
3.0	-0.03663456	-0.03672696	-0.03733394	-0.03759433	-0.03786294	-0.03751273	-0.03743920	-0.03748636	-0.03748636
3.5	-0.03307352	-0.03310158	-0.03312925	-0.03315713	-0.03314502	-0.03312493	-0.03324044	-0.03324044	-0.03324044
4.0	-0.02926343	-0.02929273	-0.02932202	-0.02935130	-0.02933804	-0.02940938	-0.02943933	-0.02943933	-0.02943933
4.5	-0.02684521	-0.02687565	-0.02690505	-0.02693436	-0.02694787	-0.02694878	-0.02702922	-0.02702922	-0.02702922
5.0	-0.02521581	-0.02524739	-0.02527368	-0.02531164	-0.02533431	-0.02535618	-0.02540762	-0.02540762	-0.02540762
5.5	-0.02407326	-0.02410638	-0.02413951	-0.02417276	-0.02420584	-0.02423903	-0.02427224	-0.02427224	-0.02427224
6.0	-0.02346918	-0.02349732	-0.02352520	-0.02355220	-0.02358647	-0.02362100	-0.02365506	-0.02365506	-0.02365506
6.5	-0.02292433	-0.02295246	-0.02298038	-0.02300804	-0.02303566	-0.02306320	-0.02309068	-0.02309068	-0.02309068
7.0	-0.02241424	-0.02244237	-0.02247039	-0.02249826	-0.02252597	-0.02255351	-0.02258108	-0.02258108	-0.02258108
7.5	-0.02194520	-0.02197332	-0.02199976	-0.02202636	-0.02205297	-0.02207937	-0.02210568	-0.02210568	-0.02210568
8.0	-0.02154091	-0.02156903	-0.02159639	-0.02162344	-0.02165031	-0.02167708	-0.02170377	-0.02170377	-0.02170377
8.5	-0.02119061	-0.02121872	-0.02124658	-0.02127420	-0.02130169	-0.02132908	-0.02135638	-0.02135638	-0.02135638
9.0	-0.02086071	-0.02088882	-0.02091668	-0.02094438	-0.02097193	-0.02100000	-0.02102797	-0.02102797	-0.02102797
9.5	-0.02054022	-0.02056833	-0.02059625	-0.02062400	-0.02065169	-0.02067933	-0.02070693	-0.02070693	-0.02070693
10.0	-0.02022963	-0.02025774	-0.02028566	-0.02031342	-0.02034113	-0.02036879	-0.02039640	-0.02039640	-0.02039640
10.5	-0.01992902	-0.01995713	-0.01998505	-0.02001281	-0.02004052	-0.02006818	-0.02009579	-0.02009579	-0.02009579
11.0	-0.01962843	-0.01965654	-0.01968446	-0.01971222	-0.01973993	-0.01976759	-0.01979519	-0.01979519	-0.01979519
11.5	-0.01932784	-0.01935595	-0.01938328	-0.01941104	-0.01943934	-0.01946699	-0.01949459	-0.01949459	-0.01949459
12.0	-0.01902725	-0.01905536	-0.01908328	-0.01911104	-0.01913875	-0.01916641	-0.01919402	-0.01919402	-0.01919402
12.5	-0.01872666	-0.01875477	-0.01878269	-0.01881045	-0.01883816	-0.01886582	-0.01889343	-0.01889343	-0.01889343
13.0	-0.01842607	-0.01845418	-0.01848210	-0.01850986	-0.01853757	-0.01856523	-0.01859284	-0.01859284	-0.01859284
13.5	-0.01812548	-0.01815359	-0.01818151	-0.01820927	-0.01823698	-0.01826464	-0.01829225	-0.01829225	-0.01829225
14.0	-0.01782489	-0.01785300	-0.01788092	-0.01790868	-0.01793639	-0.01796405	-0.01799166	-0.01799166	-0.01799166
14.5	-0.01752430	-0.01755241	-0.01758033	-0.01760809	-0.01763580	-0.01766346	-0.01769107	-0.01769107	-0.01769107
15.0	-0.01722371	-0.01725182	-0.01727974	-0.01730750	-0.01733521	-0.01736287	-0.01739048	-0.01739048	-0.01739048
15.5	-0.01692312	-0.01695123	-0.01697915	-0.01700691	-0.01703462	-0.01706228	-0.01708989	-0.01708989	-0.01708989
16.0	-0.01662253	-0.01665064	-0.01667856	-0.01670632	-0.01673403	-0.01676169	-0.01678930	-0.01678930	-0.01678930
16.5	-0.01632194	-0.01635005	-0.01637797	-0.01640573	-0.01643344	-0.01646110	-0.01648871	-0.01648871	-0.01648871
17.0	-0.01602135	-0.01604946	-0.01607738	-0.01610514	-0.01613285	-0.01616051	-0.01618812	-0.01618812	-0.01618812
17.5	-0.01572076	-0.01574887	-0.01577679	-0.01580455	-0.01583226	-0.01585992	-0.01588753	-0.01588753	-0.01588753
18.0	-0.01542017	-0.01544828	-0.01547620	-0.01550396	-0.01553167	-0.01555933	-0.01558694	-0.01558694	-0.01558694
18.5	-0.01511958	-0.01514769	-0.01517561	-0.01520337	-0.01523108	-0.01525874	-0.01528635	-0.01528635	-0.01528635
19.0	-0.01481899	-0.01484710	-0.01487502	-0.01490278	-0.01493049	-0.01495815	-0.01498576	-0.01498576	-0.01498576
19.5	-0.01451840	-0.01454651	-0.01457443	-0.01460219	-0.01462990	-0.01465756	-0.01468517	-0.01468517	-0.01468517
20.0	-0.01421781	-0.01424592	-0.01427384	-0.01430160	-0.01432931	-0.01435697	-0.01438458	-0.01438458	-0.01438458
20.5	-0.01391722	-0.01394533	-0.01397325	-0.01400101	-0.01402872	-0.01405638	-0.01408399	-0.01408399	-0.01408399
21.0	-0.01361663	-0.01364474	-0.01367266	-0.01370042	-0.01372813	-0.01375579	-0.01378340	-0.01378340	-0.01378340
21.5	-0.01331604	-0.01334415	-0.01337207	-0.01340003	-0.01342774	-0.01345540	-0.01348301	-0.01348301	-0.01348301
22.0	-0.01301545	-0.01304356	-0.01307148	-0.01310000	-0.01312761	-0.01315522	-0.01318283	-0.01318283	-0.01318283
22.5	-0.01271486	-0.01274297	-0.01277089	-0.01280000	-0.01282761	-0.01285522	-0.01288283	-0.01288283	-0.01288283
23.0	-0.01241427	-0.01244238	-0.01247039	-0.01250000	-0.01252761	-0.01255522	-0.01258283	-0.01258283	-0.01258283
23.5	-0.01211368	-0.01214179	-0.01216971	-0.01219900	-0.01222661	-0.01225422	-0.01228183	-0.01228183	-0.01228183
24.0	-0.01181309	-0.01184120	-0.01186912	-0.01189900	-0.01192661	-0.01195422	-0.01198183	-0.01198183	-0.01198183
24.5	-0.01151250	-0.01154061	-0.01156853	-0.01159900	-0.01162661	-0.01165422	-0.01168183	-0.01168183	-0.01168183
25.0	-0.01121191	-0.01124002	-0.01126794	-0.01130000	-0.01132761	-0.01135522	-0.01138283	-0.01138283	-0.01138283
25.5	-0.01091132	-0.01093943	-0.01096735	-0.01100000	-0.01102761	-0.01105522	-0.01108283	-0.01108283	-0.01108283
26.0	-0.01061073	-0.01063884	-0.01066676	-0.01070000	-0.01072761	-0.01075522	-0.01078283	-0.01078283	-0.01078283
26.5	-0.01031014	-0.01033825	-0.01036617	-0.01040000	-0.01042761	-0.01045522	-0.01048283	-0.01048283	-0.01048283
27.0	-0.01000955	-0.01003766	-0.01006558	-0.01010000	-0.01012761	-0.01015522	-0.01018283	-0.01018283	-0.01018283
27.5	-0.00970896	-0.00973707	-0.00976499	-0.00980000	-0.00982761	-0.00985522	-0.00988283	-0.00988283	-0.00988283
28.0	-0.00940837	-0.00943648	-0.00946440	-0.00950000	-0.00952761	-0.00955522	-0.00958283	-0.00958283	-0.00958283
28.5	-0.00910778	-0.00913589	-0.00916381	-0.00920000	-0.00922761	-0.00925522	-0.00928283	-0.00928283	-0.00928283
29.0	-0.00880719	-0.00883530	-0.00886322	-0.00890000	-0.00892761	-0.00895522	-0.00898283	-0.00898283	-0.00898283
29.5	-0.00850660	-0.00853471	-0.00856263	-0.00860000	-0.00862761	-0.00865522	-0.00868283	-0.00868283	-0.00868283
30.0	-0.00820601	-0.00823412	-0.00826204	-0.00830000	-0.00832761	-0.00835522	-0.00838283	-0.00838283	-0.00838283
30.5	-0.00790542	-0.00793353	-0.00796145	-0.00800000	-0.00802761	-0.00805522	-0.00808283	-0.00808283	-0.00808283
31.0	-0.00760483	-0.00763294	-0.00766086	-0.00770000	-0.00772761	-0.00775522	-0.00778283	-0.00778283	-0.00778283
31.5	-0.00730424	-0.00733235	-0.00736027	-0.00740000	-0.00742761	-0.00745522	-0.00748283	-0.00748283	-0.00748283
32.0	-0.00700365	-0.00703176	-0.00705968	-0.00710000	-0.00712761	-0.00715522	-0.00718283	-0.00718283	-0.00718283
32.5	-0.00670306	-0.00673117	-0.00675909	-0.00680000	-0.00682761	-0.00685522	-0.00688283	-0.00688283	-0.00688283
33.0	-0.00640247	-0.00643058	-0.00645850	-0.00650000	-0.00652761	-0.00655522	-0.00658283	-0.00658283	-0.00658283
33.5	-0.00610188	-0.00612999	-0.00615791	-0.00620000	-0.00622761	-0.00625522	-0.00628283	-0.00628283	-0.00628283
34.0	-0.00580129	-0.00582940	-0.00585732	-0.00590000	-0.00592761	-0.00595522	-0.00598283	-0.00598283	-0.00598283
34.5	-0.00550070	-0.00552881	-0.00555673	-0.00560000	-0.00562761	-0.00565522	-0.00568283	-0.00568283	-0.00568283
35.0	-0.00520011	-0.00522822	-0.00525614	-0.00530000	-0.00532761	-0.00535522	-0.00538283	-0.00538283	-0.00538283
35.5	-0.00490000	-0.00492811	-0.00495603	-0.00500000	-0.00502761	-0.00505522	-0.00508283	-0.00508283	-0.00508283
36.0	-0.00460000	-0.00462811	-0.00465603	-0.00470000	-0.00472761	-0.00475522	-0.00478283	-0.00478283	-0.00478283
36.5	-0.00430000	-0.00432811	-0.00435603	-0.00440000	-0.00442761	-0.00445522	-0.00448283	-0.00448283	-0.00448283
37.0	-0.00400000	-0.00402811	-0.00405603	-0.00410000	-0.00412761	-0.00415522	-0.00418283	-0.00418283	-0.00418283
37.5	-0.00370000	-0.00372811	-0.00375603	-0.00380000	-0.00382761	-0.00385522	-0.00388283	-0.00388283	-0.00388283
38.0	-0.00340000	-0.00342811	-0.00345603	-0.00350000	-0.00352761	-0.00355522	-0.00358283	-0.00358283	-0.00358283
38.5	-0.00310000	-0.00312811	-0.00315603	-0.00320000	-0.00322761	-0.00325522	-0.00328283	-0.00328283	-0.00328283
39.0	-0.00280000	-0.00282811	-0.00285603	-0.00290000	-0.00292761	-0.00295522	-0.00298283	-0.00298283	-0.00298283
39.5	-0.00250000	-0.00252811	-0.00255603	-0.00260000	-0.00262761	-0.00265522	-0.00268283	-0.00268283	-0.00268283
40.0	-0.00220000	-0.00222811	-0.00225603	-0.00230000	-0.00232761	-0.00235522	-0.00238283	-0.00238283	-0.00238283
40.5	-0.00190000	-0.00192811	-0.00195603	-0.00200000	-0.00202761	-0.00205522	-0.00208283	-0.00208283	-0.00208283
41.0	-0.00160000	-0.00162811	-0.00165603	-0.00170000	-0.00172761	-0.00175522	-0.00178283	-0.00178283	-0.00178283
41.5	-0.00130000	-0.00132811	-0.00135603	-0.00140000	-0.00142761	-0.00145522	-0.00148283	-0.00148283	-0.00148283
42.0	-0.00100000	-0.00102811	-0.00105603	-0.00110000	-0.00112761	-0.00115522	-0.00118283		

* YEARS	25.30*	25.35*	25.40*	25.45*	25.50*	25.55*
1.0	0.09516566	0.09518094	0.09521413	0.09523842	0.09526271	0.09528701
1.5	0.07231655	0.07319128	0.07406601	0.07494074	0.07581547	0.07669020
2.0	0.05846704	0.05934279	0.06021854	0.06109429	0.06196902	0.06284477
2.5	0.04529419	0.04531177	0.04532935	0.04534693	0.04536451	0.04538209
3.0	0.03980217	0.03991866	0.03994168	0.03996470	0.03998772	0.03999881
4.0	0.03256772	0.03325678	0.03394584	0.03463490	0.03532396	0.03601302
5.0	0.02949078	0.02952176	0.02955274	0.02958372	0.02961470	0.02964568
6.0	0.02740707	0.02741534	0.02742361	0.02743188	0.02744015	0.02744842
7.0	0.02541700	0.02540378	0.02539056	0.02537734	0.02536412	0.02535090
8.0	0.02343871	0.02343198	0.02342526	0.02341854	0.02341182	0.02340510
9.0	0.02156296	0.02156296	0.02156296	0.02156296	0.02156296	0.02156296
10.0	0.02046798	0.02046798	0.02046798	0.02046798	0.02046798	0.02046798
11.0	0.01937299	0.01937299	0.01937299	0.01937299	0.01937299	0.01937299
12.0	0.01827800	0.01827800	0.01827800	0.01827800	0.01827800	0.01827800
13.0	0.01718301	0.01718301	0.01718301	0.01718301	0.01718301	0.01718301
14.0	0.01608802	0.01608802	0.01608802	0.01608802	0.01608802	0.01608802
15.0	0.01499303	0.01499303	0.01499303	0.01499303	0.01499303	0.01499303
16.0	0.01389804	0.01389804	0.01389804	0.01389804	0.01389804	0.01389804
17.0	0.01280305	0.01280305	0.01280305	0.01280305	0.01280305	0.01280305
18.0	0.01170806	0.01170806	0.01170806	0.01170806	0.01170806	0.01170806
19.0	0.01061307	0.01061307	0.01061307	0.01061307	0.01061307	0.01061307
20.0	0.00951808	0.00951808	0.00951808	0.00951808	0.00951808	0.00951808
21.0	0.00842309	0.00842309	0.00842309	0.00842309	0.00842309	0.00842309
22.0	0.00732810	0.00732810	0.00732810	0.00732810	0.00732810	0.00732810
23.0	0.00623311	0.00623311	0.00623311	0.00623311	0.00623311	0.00623311
24.0	0.00513812	0.00513812	0.00513812	0.00513812	0.00513812	0.00513812
25.0	0.00404313	0.00404313	0.00404313	0.00404313	0.00404313	0.00404313
26.0	0.00294814	0.00294814	0.00294814	0.00294814	0.00294814	0.00294814
27.0	0.00185315	0.00185315	0.00185315	0.00185315	0.00185315	0.00185315
28.0	0.00075816	0.00075816	0.00075816	0.00075816	0.00075816	0.00075816
29.0	0.00066317	0.00066317	0.00066317	0.00066317	0.00066317	0.00066317
30.0	0.00056818	0.00056818	0.00056818	0.00056818	0.00056818	0.00056818
31.0	0.00047319	0.00047319	0.00047319	0.00047319	0.00047319	0.00047319
32.0	0.00037820	0.00037820	0.00037820	0.00037820	0.00037820	0.00037820
33.0	0.00028321	0.00028321	0.00028321	0.00028321	0.00028321	0.00028321
34.0	0.00018822	0.00018822	0.00018822	0.00018822	0.00018822	0.00018822
35.0	0.00009323	0.00009323	0.00009323	0.00009323	0.00009323	0.00009323
36.0	0.00000000	0.00000000	0.00000000	0.00000000	0.00000000	0.00000000

1.0	1.7854502	1.78476502	1.78601113	1.78626617	1.78651317	1.78676024	1.78700731	1.78725438	1.78750145
2.0	1.78955008	1.79463320	1.79961632	1.80469944	1.80978256	1.81486568	1.81994880	1.82503192	1.83011504
3.0	1.84364380	1.85443801	1.86523221	1.87602641	1.88682061	1.89761481	1.90840901	1.91920321	1.93000741
4.0	1.94772654	1.96775098	1.98777542	1.96779986	1.96782430	1.96784874	1.96787318	1.96789762	1.96792206
5.0	1.95289065	1.95721010	1.95245454	1.95247898	1.95249342	1.95250786	1.95252230	1.95253674	1.95255118
6.0	1.94467551	1.94767011	1.94772610	1.94778209	1.94783808	1.94789407	1.94795006	1.94800605	1.94806204
7.0	1.94707433	1.94733076	1.94767073	1.94801070	1.94835067	1.94869064	1.94903061	1.94937058	1.94971055
8.0	1.95234593	1.95357877	1.95361159	1.95364443	1.95367727	1.95371010	1.95374294	1.95377578	1.95380861
9.0	1.95270733	1.95373964	1.95371258	1.95368550	1.95365842	1.95363134	1.95360426	1.95357718	1.95355010
10.0	1.95208579	1.95211781	1.95215269	1.95218756	1.95222243	1.95225730	1.95229216	1.95232703	1.95236190
11.0	1.95161454	1.95162522	1.95163590	1.95164658	1.95165726	1.95166794	1.95167862	1.95168930	1.95170000
12.0	1.95126244	1.95124903	1.95123563	1.95122223	1.95120883	1.95119543	1.95118203	1.95116863	1.95115523
13.0	1.95099150	1.95092881	1.95086612	1.95080343	1.95074074	1.95067805	1.95061536	1.95055267	1.95049000
14.0	1.95071820	1.95062974	1.95054128	1.95045282	1.95036436	1.95027590	1.95018744	1.95009898	1.95001052
15.0	1.95046536	1.95035008	1.95023480	1.95011952	1.95000424	1.94988896	1.94977368	1.94965840	1.94954312
16.0	1.95021439	1.95025472	1.95029505	1.95033538	1.95037571	1.95041604	1.95045637	1.95049670	1.95053703
17.0	1.95026121	1.95026597	1.95026982	1.95027367	1.95027752	1.95028138	1.95028524	1.95028910	1.95029296
18.0	1.95029536	1.95029346	1.95029156	1.95028966	1.95028776	1.95028586	1.95028396	1.95028206	1.95028016
19.0	1.95032973	1.95034172	1.95035371	1.95036570	1.95037769	1.95038968	1.95040167	1.95041366	1.95042565
20.0	1.95036213	1.95036098	1.95035983	1.95035868	1.95035753	1.95035638	1.95035523	1.95035408	1.95035293
21.0	1.95039634	1.95039418	1.95039202	1.95038986	1.95038770	1.95038554	1.95038338	1.95038122	1.95037906
22.0	1.95042975	1.95042674	1.95042373	1.95042072	1.95041771	1.95041470	1.95041169	1.95040868	1.95040567
23.0	1.95046316	1.95045909	1.95045502	1.95045095	1.95044688	1.95044281	1.95043874	1.95043467	1.95043060
24.0	1.95049657	1.95049048	1.95048439	1.95047830	1.95047221	1.95046612	1.95046003	1.95045394	1.95044785
25.0	1.95052998	1.95052188	1.95051379	1.95050569	1.95049760	1.95048951	1.95048142	1.95047333	1.95046524
26.0	1.95056339	1.95055328	1.95054318	1.95053308	1.95052298	1.95051288	1.95050278	1.95049268	1.95048258
27.0	1.95059680	1.95058468	1.95057256	1.95056044	1.95054832	1.95053620	1.95052408	1.95051196	1.95050000
28.0	1.95063021	1.95061608	1.95060195	1.95058782	1.95057369	1.95055956	1.95054543	1.95053130	1.95051717

Table A Conventional Loans				
YEARS	24.45%	24.50%	24.55%	24.60%
1	24.45%	24.50%	24.55%	24.60%
2	24.45%	24.50%	24.55%	24.60%
3	24.45%	24.50%	24.55%	24.60%
4	24.45%	24.50%	24.55%	24.60%
5	24.45%	24.50%	24.55%	24.60%
6	24.45%	24.50%	24.55%	24.60%
7	24.45%	24.50%	24.55%	24.60%
8	24.45%	24.50%	24.55%	24.60%
9	24.45%	24.50%	24.55%	24.60%
10	24.45%	24.50%	24.55%	24.60%
11	24.45%	24.50%	24.55%	24.60%
12	24.45%	24.50%	24.55%	24.60%
13	24.45%	24.50%	24.55%	24.60%
14	24.45%	24.50%	24.55%	24.60%
15	24.45%	24.50%	24.55%	24.60%
16	24.45%	24.50%	24.55%	24.60%
17	24.45%	24.50%	24.55%	24.60%
18	24.45%	24.50%	24.55%	24.60%
19	24.45%	24.50%	24.55%	24.60%
20	24.45%	24.50%	24.55%	24.60%
21	24.45%	24.50%	24.55%	24.60%
22	24.45%	24.50%	24.55%	24.60%
23	24.45%	24.50%	24.55%	24.60%
24	24.45%	24.50%	24.55%	24.60%
25	24.45%	24.50%	24.55%	24.60%
26	24.45%	24.50%	24.55%	24.60%
27	24.45%	24.50%	24.55%	24.60%
28	24.45%	24.50%	24.55%	24.60%
29	24.45%	24.50%	24.55%	24.60%
30	24.45%	24.50%	24.55%	24.60%
31	24.45%	24.50%	24.55%	24.60%
32	24.45%	24.50%	24.55%	24.60%
33	24.45%	24.50%	24.55%	24.60%
34	24.45%	24.50%	24.55%	24.60%
35	24.45%	24.50%	24.55%	24.60%
36	24.45%	24.50%	24.55%	24.60%
37	24.45%	24.50%	24.55%	24.60%
38	24.45%	24.50%	24.55%	24.60%
39	24.45%	24.50%	24.55%	24.60%
40	24.45%	24.50%	24.55%	24.60%
41	24.45%	24.50%	24.55%	24.60%
42	24.45%	24.50%	24.55%	24.60%
43	24.45%	24.50%	24.55%	24.60%
44	24.45%	24.50%	24.55%	24.60%
45	24.45%	24.50%	24.55%	24.60%
46	24.45%	24.50%	24.55%	24.60%
47	24.45%	24.50%	24.55%	24.60%
48	24.45%	24.50%	24.55%	24.60%
49	24.45%	24.50%	24.55%	24.60%
50	24.45%	24.50%	24.55%	24.60%
51	24.45%	24.50%	24.55%	24.60%
52	24.45%	24.50%	24.55%	24.60%
53	24.45%	24.50%	24.55%	24.60%
54	24.45%	24.50%	24.55%	24.60%
55	24.45%	24.50%	24.55%	24.60%
56	24.45%	24.50%	24.55%	24.60%
57	24.45%	24.50%	24.55%	24.60%
58	24.45%	24.50%	24.55%	24.60%
59	24.45%	24.50%	24.55%	24.60%
60	24.45%	24.50%	24.55%	24.60%
61	24.45%	24.50%	24.55%	24.60%
62	24.45%	24.50%	24.55%	24.60%
63	24.45%	24.50%	24.55%	24.60%
64	24.45%	24.50%	24.55%	24.60%
65	24.45%	24.50%	24.55%	24.60%
66	24.45%	24.50%	24.55%	24.60%
67	24.45%	24.50%	24.55%	24.60%
68	24.45%	24.50%	24.55%	24.60%
69	24.45%	24.50%	24.55%	24.60%
70	24.45%	24.50%	24.55%	24.60%
71	24.45%	24.50%	24.55%	24.60%
72	24.45%	24.50%	24.55%	24.60%
73	24.45%	24.50%	24.55%	24.60%
74	24.45%	24.50%	24.55%	24.60%
75	24.45%	24.50%	24.55%	24.60%
76	24.45%	24.50%	24.55%	24.60%
77	24.45%	24.50%	24.55%	24.60%
78	24.45%	24.50%	24.55%	24.60%
79	24.45%	24.50%	24.55%	24.60%
80	24.45%	24.50%	24.55%	24.60%
81	24.45%	24.50%	24.55%	24.60%
82	24.45%	24.50%	24.55%	24.60%
83	24.45%	24.50%	24.55%	24.60%
84	24.45%	24.50%	24.55%	24.60%
85	24.45%	24.50%	24.55%	24.60%
86	24.45%	24.50%	24.55%	24.60%
87	24.45%	24.50%	24.55%	24.60%
88	24.45%	24.50%	24.55%	24.60%
89	24.45%	24.50%	24.55%	24.60%
90	24.45%	24.50%	24.55%	24.60%
91	24.45%	24.50%	24.55%	24.60%
92	24.45%	24.50%	24.55%	24.60%
93	24.45%	24.50%	24.55%	24.60%
94	24.45%	24.50%	24.55%	24.60%
95	24.45%	24.50%	24.55%	24.60%
96	24.45%	24.50%	24.55%	24.60%
97	24.45%	24.50%	24.55%	24.60%
98	24.45%	24.50%	24.55%	24.60%
99	24.45%	24.50%	24.55%	24.60%
100	24.45%	24.50%	24.55%	24.60%

YEARS	26.45	26.50	26.55	26.60	26.65	26.70	26.75	26.80
1.0	1.7975784	1.7978301	1.7980817	1.7983334	1.7985850	1.7988367	1.7990884	1.7993401
1.5	0.9576974	0.9579491	0.9582007	0.9584524	0.9587040	0.9589557	0.9592074	0.9594591
2.0	0.6790544	0.6793061	0.6795577	0.6798094	0.6800610	0.6803127	0.6805644	0.6808161
2.5	0.4591311	0.4593828	0.4596345	0.4598862	0.4601379	0.4603896	0.4606413	0.4608930
3.0	0.3045307	0.3047824	0.3050341	0.3052858	0.3055375	0.3057892	0.3060409	0.3062926
3.5	0.2179797	0.2182314	0.2184831	0.2187348	0.2189865	0.2192382	0.2194899	0.2197416
4.0	0.1579797	0.1582314	0.1584831	0.1587348	0.1589865	0.1592382	0.1594899	0.1597416
4.5	0.1179797	0.1182314	0.1184831	0.1187348	0.1189865	0.1192382	0.1194899	0.1197416
5.0	0.0879797	0.0882314	0.0884831	0.0887348	0.0889865	0.0892382	0.0894899	0.0897416
5.5	0.0679797	0.0682314	0.0684831	0.0687348	0.0689865	0.0692382	0.0694899	0.0697416
6.0	0.0579797	0.0582314	0.0584831	0.0587348	0.0589865	0.0592382	0.0594899	0.0597416
6.5	0.0479797	0.0482314	0.0484831	0.0487348	0.0489865	0.0492382	0.0494899	0.0497416
7.0	0.0379797	0.0382314	0.0384831	0.0387348	0.0389865	0.0392382	0.0394899	0.0397416
7.5	0.0279797	0.0282314	0.0284831	0.0287348	0.0289865	0.0292382	0.0294899	0.0297416
8.0	0.0179797	0.0182314	0.0184831	0.0187348	0.0189865	0.0192382	0.0194899	0.0197416
8.5	0.0079797	0.0082314	0.0084831	0.0087348	0.0089865	0.0092382	0.0094899	0.0097416
9.0	0.0029797	0.0032314	0.0034831	0.0037348	0.0039865	0.0042382	0.0044899	0.0047416
9.5	0.0019797	0.0022314	0.0024831	0.0027348	0.0029865	0.0032382	0.0034899	0.0037416
10.0	0.0009797	0.0012314	0.0014831	0.0017348	0.0019865	0.0022382	0.0024899	0.0027416
10.5	0.0004797	0.0007314	0.0009831	0.0012348	0.0014865	0.0017382	0.0019899	0.0022416
11.0	0.0002797	0.0005314	0.0007831	0.0010348	0.0012865	0.0015382	0.0017899	0.0020416
11.5	0.0001797	0.0004314	0.0006831	0.0009348	0.0011865	0.0014382	0.0016899	0.0019416
12.0	0.0000797	0.0003314	0.0005831	0.0008348	0.0010865	0.0013382	0.0015899	0.0018416
12.5	0.0000297	0.0002814	0.0005331	0.0007848	0.0010365	0.0012882	0.0015399	0.0017916
13.0	0.0000097	0.0002614	0.0005131	0.0007648	0.0010165	0.0012682	0.0015199	0.0017716
13.5	0.0000047	0.0002114	0.0004631	0.0007148	0.0009665	0.0012182	0.0014699	0.0017216
14.0	0.0000007	0.0001614	0.0004131	0.0006648	0.0009165	0.0011682	0.0014199	0.0016716
14.5	0.0000002	0.0001114	0.0003631	0.0006148	0.0008665	0.0011182	0.0013699	0.0016216
15.0	0.0000000	0.0000614	0.0003131	0.0005648	0.0008165	0.0010682	0.0013199	0.0015716
15.5	0.0000000	0.0000114	0.0002631	0.0005148	0.0007665	0.0010182	0.0012699	0.0015216
16.0	0.0000000	0.0000014	0.0002131	0.0004648	0.0007165	0.0009682	0.0012199	0.0014716
16.5	0.0000000	0.0000004	0.0001631	0.0004148	0.0006665	0.0009182	0.0011699	0.0014216
17.0	0.0000000	0.0000000	0.0001131	0.0003648	0.0006165	0.0008682	0.0011199	0.0013716
17.5	0.0000000	0.0000000	0.0000631	0.0003148	0.0005665	0.0008182	0.0010699	0.0013216
18.0	0.0000000	0.0000000	0.0000131	0.0002648	0.0005165	0.0007682	0.0010199	0.0012716
18.5	0.0000000	0.0000000	0.0000031	0.0002148	0.0004665	0.0007182	0.0009699	0.0012216
19.0	0.0000000	0.0000000	0.0000004	0.0001648	0.0004165	0.0006682	0.0009199	0.0011716
19.5	0.0000000	0.0000000	0.0000000	0.0001148	0.0003665	0.0006182	0.0008699	0.0011216
20.0	0.0000000	0.0000000	0.0000000	0.0000648	0.0003165	0.0005682	0.0008199	0.0010716
20.5	0.0000000	0.0000000	0.0000000	0.0000148	0.0002665	0.0005182	0.0007699	0.0010216
21.0	0.0000000	0.0000000	0.0000000	0.0000048	0.0002165	0.0004682	0.0007199	0.0009716
21.5	0.0000000	0.0000000	0.0000000	0.0000004	0.0001665	0.0004182	0.0006699	0.0009216
22.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0001165	0.0003682	0.0006199	0.0008716
22.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000665	0.0003182	0.0005699	0.0008216
23.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000165	0.0002682	0.0005199	0.0007716
23.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000065	0.0002182	0.0004699	0.0007216
24.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000004	0.0001682	0.0004199	0.0006716
24.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0001182	0.0003699	0.0006216
25.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000682	0.0003199	0.0005716
25.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000182	0.0002699	0.0005216
26.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000082	0.0002199	0.0004716
26.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000004	0.0001699	0.0004216
27.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0001199	0.0003716
27.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000699	0.0003216
28.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000199	0.0002716
28.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000099	0.0002216
29.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000004	0.0001716
29.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0001216
30.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000716
30.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000216
31.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000016
31.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000004
32.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
32.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
33.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
33.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
34.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
34.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
35.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
35.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
36.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
36.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
37.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
37.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
38.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
38.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
39.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
39.5	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000
40.0	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000	0.0000000

Table A Conventional Loans

YEARS	26.85	26.90	26.95	27.00	27.05	27.10	27.15	27.20
5	1.7995930	1.7998456	1.8000976	1.8003476	1.8006000	1.8008537	1.8011077	1.8013578
1.0	0.9596423	0.9598947	0.9601470	0.9604018	0.9606620	0.9609061	0.9611501	0.9613941
1.5	0.6810402	0.6812924	0.6815458	0.6817990	0.6820521	0.6823052	0.6825583	0.6828114
2.0	0.4621118	0.4623644	0.4626170	0.4628695	0.4631220	0.4633745	0.4636270	0.4638795
2.5	0.3074478	0.3076993	0.3079508	0.3082023	0.3084538	0.3087053	0.3089568	0.3092083
3.0	0.2189728	0.2192238	0.2194748	0.2197258	0.2199768	0.2202278	0.2204788	0.2207298
3.5	0.1594574	0.1597084	0.1599594	0.1602104	0.1604614	0.1607124	0.1609634	0.1612144
4.0	0.1199420	0.1201930	0.1204440	0.1206950	0.1209460	0.1211970	0.1214480	0.1216990
4.5	0.0899266	0.0901776	0.0904286	0.0906796	0.0909306	0.0911816	0.0914326	0.0916836
5.0	0.0699112	0.0701622	0.0704132	0.0706642	0.0709152	0.0711662	0.0714172	0.0716682
5.5	0.0598958	0.0601468	0.0603978	0.0606488	0.0608998	0.0611508	0.0614018	0.0616528
6.0	0.0498804	0.0501314	0.0503824	0.0506334	0.0508844	0.0511354	0.0513864	0.0516374
6.5	0.0398650	0.0401160	0.0403670	0.0406180	0.0408690	0.0411200	0.0413710	0.0416220
7.0	0.0298496	0.0301006	0.0303516	0.0306026	0.0308536	0.0311046	0.0313556	0.0316066
7.5	0.0198342	0.0199852	0.0202362	0.0204872	0.0207382	0.0209892	0.0212402	0.0214912
8.0	0.0148188	0.0149698	0.0152208	0.0154718	0.0157228	0.0159738	0.0162248	0.0164758
8.5	0.0118034	0.0119544	0.0122054	0.0124564	0.0127074	0.0129584	0.0132094	0.0134604
9.0	0.0097880	0.0099390	0.0100900	0.0102410	0.0103920	0.0105430	0.0106940	0.0108450
9.5	0.0087726	0.0089236	0.0090746	0.0092256	0.0093766	0.0095276	0.0096786	0.0098296
10.0	0.0077572	0.0079082	0.0080592	0.0082102	0.0083612	0.0085122	0.0086632	0.0088142
10.5	0.0067418	0.0068928	0.0070438	0.0071948	0.0073458	0.0074968	0.0076478	0.0077988
11.0	0.0057264	0.0058774	0.0060284	0.0061794	0.0063304	0.0064814	0.0066324	0.0067834
11.5	0.0047110	0.0048620	0.0050130	0.0051640	0.0053150	0.0054660	0.0056170	0.0057680
12.0	0.0036956	0.0038466	0.0039976	0.0041486	0.0042996	0.0044506	0.0046016	0.0047526
12.5	0.0026802	0.0028312	0.0029822	0.0031332	0.0032842	0.0034352	0.0035862	0.0037372
13.0	0.0016648	0.0018158	0.0019668	0.0021178	0.0022688	0.0024198	0.0025708	0.0027218
13.5	0.0006494	0.0007994	0.0009494	0.0011004	0.0012514	0.0014024	0.0015534	0.0017044
14.0	0.0002340	0.0003840	0.0005340	0.0006840	0.0008340	0.0009840	0.0011340	0.0012840
15.0	0.0002300	0.0003800	0.0005300	0.0006800	0.0008300	0.0009800	0.0011300	0.0012800
16.0	0.0002260	0.0003760	0.0005260	0.0006760	0.0008260	0.0009760	0.0011260	0.0012760
17.0	0.0002220	0.0003720	0.0005220	0.0006720	0.0008220	0.0009720	0.0011220	0.0012720
18.0	0.0002180	0.0003680	0.0005180	0.0006680	0.0008180	0.0009680	0.0011180	0.0012680
19.0	0.0002140	0.0003640	0.0005140	0.0006640	0.0008140	0.0009640	0.0011140	0.0012640
20.0	0.0002100	0.0003600	0.0005100	0.0006600	0.0008100	0.0009600	0.0011100	0.0012600
21.0	0.0002060	0.0003560	0.0005060	0.0006560	0.0008060	0.0009560	0.0011060	0.0012560
22.0	0.0002020	0.0003520	0.0005020	0.0006520	0.0008020	0.0009520	0.0011020	0.0012520
23.0	0.0001980	0.0003480	0.0004980	0.0006480	0.0007980	0.0009480	0.0010980	0.0012480
24.0	0.0001940	0.0003440	0.0004940	0.0006440	0.0007940	0.0009440	0.0010940	0.0012440
25.0	0.0001900	0.0003400	0.0004900	0.0006400	0.0007900	0.0009400	0.0010900	0.0012400
26.0	0.0001860	0.0003360	0.0004860	0.0006360	0.0007860	0.0009360	0.0010860	0.0012360
27.0	0.0001820	0.0003320	0.0004820	0.0006320	0.0007820	0.0009320	0.0010820	0.0012320
28.0	0.0001780	0.0003280	0.0004780	0.0006280	0.0007780	0.0009280	0.0010780	0.0012280
29.0	0.0001740	0.0003240	0.0004740	0.0006240	0.0007740	0.0009240	0.0010740	0.0012240
30.0	0.0001700	0.0003200	0.0004700	0.0006200	0.0007700	0.0009200	0.0010700	0.0012200
31.0	0.0001660	0.0003160	0.0004660	0.0006160	0.0007660	0.0009160	0.0010660	0.0012160
32.0	0.0001620	0.0003120	0.0004620	0.0006120	0.0007620	0.0009120	0.0010620	0.0012120
33.0	0.0001580	0.0003080	0.0004580	0.0006080	0.0007580	0.0009080	0.0010580	0.0012080
34.0	0.0001540	0.0003040	0.0004540	0.0006040	0.0007540	0.0009040	0.0010540	0.0012040
35.0	0.0001500	0.0003000	0.0004500	0.0006000	0.0007500	0.0009000	0.0010500	0.0012000
36.0	0.0001460	0.0002960	0.0004460	0.0005960	0.0007460	0.0008960	0.0010460	0.0011960
37.0	0.0001420	0.0002920	0.0004420	0.0005920	0.0007420	0.0008920	0.0010420	0.0011920
38.0	0.0001380	0.0002880	0.0004380	0.0005880	0.0007380	0.0008880	0.0010380	0.0011880
39.0	0.0001340	0.0002840	0.0004340	0.0005840	0.0007340	0.0008840	0.0010340	0.0011840
40.0	0.0001300	0.0002800	0.0004300	0.0005800	0.0007300	0.0008800	0.0010300	0.0011800

[illegible]

* YEARS *	28-.55	28-.60	28-.65	28-.70	28-.75	28-.80
1.0	18076648*	18079173*	18081698*	18084224*	18086749*	18089275*
5.0	09672628*	09675078*	09677427*	09679877*	09682327*	09684777*
10.0	06688565*	06689412*	06689631*	066897120*	06689809*	06689906*
15.0	06688565*	06689412*	06689631*	066897120*	06689809*	06689906*
2.0	05511860*	05413615*	052516915*	05251917*	05252481*	05252710*
2.5	06465860*	06469849*	064701121*	064703753*	064706385*	064709017*
3.0	06465860*	06469849*	064701129*	06470382*	064715555*	064717268*
3.5	06465860*	06469849*	064701129*	06470382*	064715555*	064717268*
4.0	03511072*	03513884*	03516757*	03519632*	03522508*	03525385*
4.5	03511072*	03513884*	03516757*	03519632*	03522508*	03525385*
5.0	03511072*	03513884*	03516757*	03519632*	03522508*	03525385*
5.5	02909208*	02912387*	02915566*	02918746*	02921927*	02925113*
6.0	02909208*	02912387*	02915566*	02918746*	02921927*	02925113*
6.5	02909208*	02912387*	02915566*	02918746*	02921927*	02925113*
7.0	02558218*	025759135*	027626251*	02765078*	02768093*	02771570*
7.5	02558218*	025759135*	027626251*	02765078*	02768093*	02771570*
8.0	02655333*	02653771*	02657210*	02660652*	02664094*	02667539*
8.5	02655333*	02653771*	02657210*	02660652*	02664094*	02667539*
9.0	02575900*	02579469*	02582999*	02586550*	02590104*	02593659*
9.5	02575900*	02579469*	02582999*	02586550*	02590104*	02593659*
10.0	02575900*	02579469*	02582999*	02586550*	02590104*	02593659*
10.5	02575900*	02579469*	02582999*	02586550*	02590104*	02593659*
11.0	02483501*	02487273*	02490966*	02494700*	02498433*	02502173*
11.5	02483501*	02487273*	02490966*	02494700*	02498433*	02502173*
12.0	02434066*	02436711*	024394075*	02442103*	02444799*	02447495*
12.5	02434066*	02436711*	024394075*	02442103*	02444799*	02447495*
13.0	02434066*	02436711*	024394075*	02442103*	02444799*	02447495*
13.5	02434066*	02436711*	024394075*	02442103*	02444799*	02447495*
14.0	02410224*	02421945*	02425677*	02429790*	02433915*	02438040*
14.5	02410224*	02421945*	02425677*	02429790*	02433915*	02438040*
15.0	02406284*	02410250*	02414217*	02418185*	02422154*	02426124*
15.5	02406284*	02410250*	02414217*	02418185*	02422154*	02426124*
16.0	02397473*	02401500*	02405508*	02409501*	02413516*	02417523*
16.5	02397473*	02401500*	02405508*	02409501*	02413516*	02417523*
17.0	02390906*	02394904*	02398907*	02402910*	02406913*	02410916*
17.5	02390906*	02394904*	02398907*	02402910*	02406913*	02410916*
18.0	02390906*	02394904*	023989075*	02402913*	02406916*	02410919*
18.5	02390906*	02394904*	023989075*	02402913*	02406916*	02410919*
19.0	02382231*	02386311*	02390394*	02394478*	02398567*	02402640*
19.5	02382231*	02386311*	02390394*	02394478*	02398567*	02402640*
20.0	02379947*	02383525*	02387621*	02391722*	02395821*	02399921*
20.5	02379947*	02383525*	02387621*	02391722*	02395821*	02399921*
21.0	02377315*	02381426*	02385534*	02389651*	02393766*	02397877*
21.5	02377315*	02381426*	02385534*	02389651*	02393766*	02397877*
22.0	02375723*	02379846*	02383969*	02388092*	02392215*	02396341*
22.5	02375723*	02379846*	02383969*	02388092*	02392215*	02396341*
23.0	02374523*	02378658*	02382785*	02386919*	02391032*	02395185*
23.5	02374523*	02378658*	02382785*	02386919*	02391032*	02395185*
24.0	02373611*	02377756*	02381945*	02386035*	02390195*	02394313*
24.5	02373611*	02377756*	02381945*	02386035*	02390195*	02394313*
25.0	02371993*	02377079*	02381224*	02385915*	02390515*	02393660*
25.5	02371993*	02377079*	02381224*	02385915*	02390515*	02393660*
26.0	02374193*	02376568*	02380719*	02384868*	02389018*	02393168*
26.5	02374193*	02376568*	02380719*	02384868*	02389018*	02393168*
27.0	02371730*	02376143*	02380036*	02384649*	02388643*	02392797*
27.5	02371730*	02376143*	02380036*	02384649*	02388643*	02392797*
28.0	02371730*	02376143*	02380036*	02384649*	02388643*	02392797*
28.5	02371515*	02375973*	02379832*	02383930*	02388143*	02392301*
29.0	02371515*	02375973*	02379832*	02383930*	02388143*	02392301*
29.5	02371134*	02375504*	02379668*	02383482*	02387948*	02391740*
30.0	02371134*	02375504*	02379668*	02383482*	02387948*	02391740*
30.5	02370359*	02375124*	02379194*	02383454*	02387619*	02391781*
31.0	02370359*	02375124*	02379194*	02383454*	02387619*	02391781*
35.0	02370864*	02375030*	02379496*	02383363*	02387527*	02391661*
40.0	02370864*	02375030*	02379496*	02383363*	02387527*	02391661*

Table A Conventional Loans

1. 150337696
2. 180211741
3. 180236626
4. 180261848
5. 180370354
6. 180391274
7. 180431274
8. 180462536
9. 180484576
10. 180506608
11. 180528640
12. 180550672
13. 180572704
14. 180594736
15. 180616768
16. 180638800
17. 180660832
18. 180682864
19. 180704896
20. 180726928
21. 180748960
22. 180770992
23. 180793024
24. 180815056
25. 180837088
26. 180859120
27. 180881152
28. 180903184
29. 180925216
30. 180947248
31. 180969280
32. 180991312
33. 181013344
34. 181035376
35. 181057408
36. 181079440
37. 181101472
38. 181123504
39. 181145536
40. 181167568
41. 181189600
42. 181211632
43. 181233664
44. 181255696
45. 181277728
46. 181299760
47. 181321792
48. 181343824
49. 181365856
50. 181387888
51. 181409920
52. 181431952
53. 181453984
54. 181476016
55. 181498048
56. 181520080
57. 181542112
58. 181564144
59. 181586176
60. 181608208
61. 181630240
62. 181652272
63. 181674304
64. 181696336
65. 181718368
66. 181740400
67. 181762432
68. 181784464
69. 181806496
70. 181828528
71. 181850560
72. 181872592
73. 181894624
74. 181916656
75. 181938688
76. 181960720
77. 181982752
78. 182004784
79. 182026816
80. 182048848
81. 182070880
82. 182092912
83. 182114944
84. 182136976
85. 182159008
86. 182181040
87. 182203072
88. 182225104
89. 182247136
90. 182269168
91. 182291200
92. 182313232
93. 182335264
94. 182357296
95. 182379328
96. 182401360
97. 182423392
98. 182445424
99. 182467456
100. 182489488
101. 182511520
102. 182533552
103. 182555584
104. 182577616
105. 182599648
106. 182621680
107. 182643712
108. 182665744
109. 182687776
110. 182709808
111. 182731840
112. 182753872
113. 182775904
114. 182797936
115. 182819968
116. 182841999
117. 182864032
118. 182886064
119. 182908096
120. 182930128
121. 182952160
122. 182974192
123. 182996224
124. 183018256
125. 183040288
126. 183062320
127. 183084352
128. 183106384
129. 183128416
130. 183150448
131. 183172480
132. 183194512
133. 183216544
134. 183238576
135. 183260608
136. 183282640
137. 183304672
138. 183326704
139. 183348736
140. 183370768
141. 183392800
142. 183414832
143. 183436864
144. 183458896
145. 183480928
146. 183502960
147. 183524992
148. 183547024
149. 183569056
150. 183591088
151. 183613120
152. 183635152
153. 183657184
154. 183679216
155. 183701248
156. 183723280
157. 183745312
158. 183767344
159. 183789376
160. 183811408
161. 183833440
162. 183855472
163. 183877504
164. 183899536
165. 183921568
166. 183943600
167. 183965632
168. 183987664
169. 184009696
170. 184031728
171. 184053760
172. 184075792
173. 184097824
174. 184119856
175. 184141888
176. 184163920
177. 184185952
178. 184207984
179. 184230016
180. 184252048
181. 184274080
182. 184296112
183. 184318144
184. 184340176
185. 184362208
186. 184384240
187. 184406272
188. 184428304
189. 184450336
190. 184472368
191. 184494400
192. 184516432
193. 184538464
194. 184560496
195. 184582528
196. 184604560
197. 184626592
198. 184648624
199. 184670656
200. 184692688
201. 184714720
202. 184736752
203. 184758784
204. 184780816
205. 184802848
206. 184824880
207. 184846912
208. 184868944
209. 184890976
210. 184913008
211. 184935040
212. 184957072
213. 184979104
214. 185001136
215. 185023168
216. 185045200
217. 185067232
218. 185089264
219. 185111296
220. 185133328
221. 185155360
222. 185177392
223. 185199424
224. 185221456
225. 185243488
226. 185265520
227. 185287552
228. 185309584
229. 185331616
230. 185353648
231. 185375680
232. 185397712
233. 185419744
234. 185441776
235. 185463808
236. 185485840
237. 185507872
238. 185529904
239. 185551936
240. 185573968
241. 185596000
242. 185618032
243. 185640064
244. 185662096
245. 185684128
246. 185706160
247. 185728192
248. 185750224
249. 185772256
250. 185794288
251. 185816320
252. 185838352
253. 185860384
254. 185882416
255. 185904448
256. 185926480
257. 185948512
258. 185970544
259. 185992576
260. 186014608
261. 186036640
262. 186058672
263. 18608

	27.6%	27.7%	27.8%	27.9%	28.0%	28.1%	28.2%	28.3%	28.4%	28.5%	28.6%	28.7%	28.8%	28.9%	29.0%	29.1%	29.2%	29.3%	29.4%	29.5%	29.6%	29.7%	29.8%	29.9%	30.0%	30.1%	30.2%	30.3%	30.4%	30.5%	30.6%	30.7%	30.8%	30.9%	31.0%	31.1%	31.2%	31.3%	31.4%	31.5%	31.6%	31.7%	31.8%	31.9%	32.0%	32.1%	32.2%	32.3%	32.4%	32.5%	32.6%	32.7%	32.8%	32.9%	33.0%	33.1%	33.2%	33.3%	33.4%	33.5%	33.6%	33.7%	33.8%	33.9%	34.0%	34.1%	34.2%	34.3%	34.4%	34.5%	34.6%	34.7%	34.8%	34.9%	35.0%	35.1%	35.2%	35.3%	35.4%	35.5%	35.6%	35.7%	35.8%	35.9%	36.0%	36.1%	36.2%	36.3%	36.4%	36.5%	36.6%	36.7%	36.8%	36.9%	37.0%	37.1%	37.2%	37.3%	37.4%	37.5%	37.6%	37.7%	37.8%	37.9%	38.0%	38.1%	38.2%	38.3%	38.4%	38.5%	38.6%	38.7%	38.8%	38.9%	39.0%	39.1%	39.2%	39.3%	39.4%	39.5%	39.6%	39.7%	39.8%	39.9%	40.0%	40.1%	40.2%	40.3%	40.4%	40.5%	40.6%	40.7%	40.8%	40.9%	41.0%	41.1%	41.2%	41.3%	41.4%	41.5%	41.6%	41.7%	41.8%	41.9%	42.0%	42.1%	42.2%	42.3%	42.4%	42.5%	42.6%	42.7%	42.8%	42.9%	43.0%	43.1%	43.2%	43.3%	43.4%	43.5%	43.6%	43.7%	43.8%	43.9%	44.0%	44.1%	44.2%	44.3%	44.4%	44.5%	44.6%	44.7%	44.8%	44.9%	45.0%	45.1%	45.2%	45.3%	45.4%	45.5%	45.6%	45.7%	45.8%	45.9%	46.0%	46.1%	46.2%	46.3%	46.4%	46.5%	46.6%	46.7%	46.8%	46.9%	47.0%	47.1%	47.2%	47.3%	47.4%	47.5%	47.6%	47.7%	47.8%	47.9%	48.0%	48.1%	48.2%	48.3%	48.4%	48.5%	48.6%	48.7%	48.8%	48.9%	49.0%	49.1%	49.2%	49.3%	49.4%	49.5%	49.6%	49.7%	49.8%	49.9%	50.0%	50.1%	50.2%	50.3%	50.4%	50.5%	50.6%	50.7%	50.8%	50.9%	51.0%	51.1%	51.2%	51.3%	51.4%	51.5%	51.6%	51.7%	51.8%	51.9%	52.0%	52.1%	52.2%	52.3%	52.4%	52.5%	52.6%	52.7%	52.8%	52.9%	53.0%	53.1%	53.2%	53.3%	53.4%	53.5%	53.6%	53.7%	53.8%	53.9%	54.0%	54.1%	54.2%	54.3%	54.4%	54.5%	54.6%	54.7%	54.8%	54.9%	55.0%	55.1%	55.2%	55.3%	55.4%	55.5%	55.6%	55.7%	55.8%	55.9%	56.0%	56.1%	56.2%	56.3%	56.4%	56.5%	56.6%	56.7%	56.8%	56.9%	57.0%	57.1%	57.2%	57.3%	57.4%	57.5%	57.6%	57.7%	57.8%	57.9%	58.0%	58.1%	58.2%	58.3%	58.4%	58.5%	58.6%	58.7%	58.8%	58.9%	59.0%	59.1%	59.2%	59.3%	59.4%	59.5%	59.6%	59.7%	59.8%	59.9%	60.0%	60.1%	60.2%	60.3%	60.4%	60.5%	60.6%	60.7%	60.8%	60.9%	61.0%	61.1%	61.2%	61.3%	61.4%	61.5%	61.6%	61.7%	61.8%	61.9%	62.0%	62.1%	62.2%	62.3%	62.4%	62.5%	62.6%	62.7%	62.8%	62.9%	63.0%	63.1%	63.2%	63.3%	63.4%	63.5%	63.6%	63.7%	63.8%	63.9%	64.0%	64.1%	64.2%	64.3%	64.4%	64.5%	64.6%	64.7%	64.8%	64.9%	65.0%	65.1%	65.2%	65.3%	65.4%	65.5%	65.6%	65.7%	65.8%	65.9%	66.0%	66.1%	66.2%	66.3%	66.4%	66.5%	66.6%	66.7%	66.8%	66.9%	67.0%	67.1%	67.2%	67.3%	67.4%	67.5%	67.6%	67.7%	67.8%	67.9%	68.0%	68.1%	68.2%	68.3%	68.4%	68.5%	68.6%	68.7%	68.8%	68.9%	69.0%	69.1%	69.2%	69.3%	69.4%	69.5%	69.6%	69.7%	69.8%	69.9%	70.0%	70.1%	70.2%	70.3%	70.4%	70.5%	70.6%	70.7%	70.8%	70.9%	71.0%	71.1%	71.2%	71.3%	71.4%	71.5%	71.6%	71.7%	71.8%	71.9%	72.0%	72.1%	72.2%	72.3%	72.4%	72.5%	72.6%	72.7%
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YEARS	28.85*	28.90*	28.95*	29.00*	29.05*	29.10*	29.15*	29.20*
5	18096553	18096378	18101985	18104331	18104959	18104855	18112012	18115330
10	069592233	069612633	069713137	069795904	069702043	069704456	069796950	069796950
15	069090571	069120633	069145553	069170468	069195422	069220333	069245333	069270250
20	065322527	065348144	065373768	065399366	065424937	065450509	065476222	065501955
25	061719242	061745160	061771188	061797116	061823144	061849172	061875200	061901228
30	061824161	061850133	061876105	061902177	061928249	061954321	061980393	062006465
40	063534023	063560095	063586167	063612239	063638311	063664383	063690455	063716527
50	065251301	065277373	065303445	065329517	065355589	065381661	065407733	065433805
60	066968279	066994351	067020423	067046495	067072567	067098639	067124711	067150783
70	068685257	068711329	068737401	068763473	068789545	068815617	068841689	068867761
80	070402235	070428307	070454379	070480451	070506523	070532595	070558667	070584739
90	072119213	072145285	072171357	072197429	072223501	072249573	072275645	072301717
100	073836191	073862263	073888335	073914407	073940479	073966551	073992623	074018695
110	075553169	075579241	075605313	075631385	075657457	075683529	075709601	075735673
120	077270147	077296219	077322291	077348363	077374435	077400507	077426579	077452651
130	078987125	079013197	079039269	079065341	079091413	079117485	079143557	079169629
140	080704103	080730175	080756247	080782319	080808391	080834463	080860535	080886607
150	082421081	082447153	082473225	082499297	082525369	082551441	082577513	082603585
160	084138059	084164131	084190203	084216275	084242347	084268419	084294491	084320563
170	085855037	085881109	085907181	085933253	085959325	085985397	086011469	086037541
180	087572015	087598087	087624159	087650231	087676303	087702375	087728447	087754519
190	089288993	089315065	089341137	089367209	089393281	089419353	089445425	089471497
200	091005971	091032043	091058115	091084187	091110259	091136331	091162403	091188475
210	092722949	092749021	092775093	092801165	092827237	092853309	092879381	092905453
220	094439927	094465999	094492071	094518143	094544215	094570287	094596359	094622431
230	096156905	096182977	096209049	096235121	096261193	096287265	096313337	096339409
240	097873883	097900005	097926077	097952149	097978221	098004293	098030365	098056437
250	099590861	099616933	099643005	099669077	099695149	099721221	099747293	099773365
260	101307839	101333911	101360005	101386077	101412149	101438221	101464293	101490365
270	103024817	103050889	103076961	103103033	103129105	103155177	103181249	103207321
280	104741795	104767867	104793939	104820011	104846083	104872155	104898227	104924299
290	106458773	106484845	106510917	106536989	106563061	106589133	106615205	106641277
300	108175751	108201823	108227895	108253967	108280039	108306111	108332183	108358255
310	109892729	110000001	110026073	110052145	110078217	110104289	110130361	110156433
320	111609707	111635779	111661851	111687923	111713995	111740067	111766139	111792211
330	113326685	113352757	113378829	113404901	113430973	113457045	113483117	113509189
340	115043663	115069735	115095807	115121879	115147951	115174023	115200095	115226167
350	116760641	116786713	116812785	116838857	116864929	116890991	116917063	116943135
360	118477619	118503691	118529763	118555835	118581907	118607979	118634051	118660123
370	120194597	120220669	120246741	120272813	120298885	120324957	120351029	120377101
380	121911575	121937647	121963719	121989791	122015863	122041935	122068007	122094079
390	123628553	123654625	123680697	123706769	123732841	123758913	123784985	123811057
400	125345531	125371603	125397675	125423747	125449819	125475891	125501963	125528035

Table A Conventional Loans

YEARS	29.25*	29.30*	29.35*	29.40*	29.45*	29.50*	29.55*	29.60*
5	18117078	18119685	18122292	18124899	18127506	18130113	18132720	18135327
10	069705208	069730280	069755352	069780424	069805496	069830568	069855640	069880712
15	069202508	069227580	069252652	069277724	069302796	069327868	069352940	069378012
20	065700008	065725080	065750152	065775224	065800296	065825368	065850440	065875512
25	061700008	061725080	061750152	061775224	061800296	061825368	061850440	061875512
30	061800008	061825080	061850152	061875224	061900296	061925368	061950440	061975512
40	063500008	063525080	063550152	063575224	063600296	063625368	063650440	063675512
50	065200008	065225080	065250152	065275224	065300296	065325368	065350440	065375512
60	066900008	066925080	066950152	066975224	067000296	067025368	067050440	067075512
70	068600008	068625080	068650152	068675224	068700296	068725368	068750440	068775512
80	070300008	070325080	070350152	070375224	070400296	070425368	070450440	070475512
90	072000008	072025080	072050152	072075224	072100296	072125368	072150440	072175512
100	073700008	073725080	073750152	073775224	073800296	073825368	073850440	073875512
110	075400008	075425080	075450152	075475224	075500296	075525368	075550440	075575512
120	077100008	077125080	077150152	077175224	077200296	077225368	077250440	077275512
130	078800008	078825080	078850152	078875224	078900296	078925368	078950440	078975512
140	080500008	080525080	080550152	080575224	080600296	080625368	080650440	080675512
150	082200008	082225080	082250152	082275224	082300296	082325368	082350440	082375512
160	083900008	083925080	083950152	083975224	084000296	084025368	084050440	084075512
170	085600008	085625080	085650152	085675224	085700296	085725368	085750440	085775512
180	087300008	087325080	087350152	087375224	087400296	087425368	087450440	087475512
190	089000008	089025080	089050152	089075224	089100296	089125368	089150440	089175512
200	090700008	090725080	090750152	090775224	090800296	090825368	090850440	090875512
210	092400008	092425080	092450152	092475224	092500296	092525368	092550440	092575512
220	094100008	094125080	094150152	094175224	094200296	094225368	094250440	094275512
230	095800008	095825080	095850152	095875224	095900296	095925368	095950440	095975512
240	097500008	097525080	097550152	097575224	097600296	097625368	097650440	097675512
250	099200008	099225080	099250152	099275224	099300296	099325368	099350440	099375512
260	100900008	100925080	100950152	100975224	101000296	101025368	101050440	101075512
270	102600008	102625080	102650152	102675224	102700296	102725368	102750440	102775512
280	104300008	104325080	104350152	104375224	104400296	104425368	104450440	104475512
290	106000008	106025080	106050152	106075224	106100296	106125368	106150440	106175512
300	107700008	107725080	107750152	107775224	107800296	107825368	107850440	107875512
310	109400008	109425080	109450152	109475224	109500296	109525368	109550440	109575512
320	111100008	111125080	111150152	111175224	111200296	111225368	111250440	111275512
330	112800008	112825080	112850152	112875224	112900296	112925368	112950440	112975512
340	114500008	114525080	114550152	114575224	114600296	114625368	114650440	114675512
350	116200008	116225080	116250152	116275224	116300296	116325368	116350440	116375512
360	117900008	117925080	117950152	117975224	118000296	118025368	118050440	118075512
370	119600008	119625080	119650152	119675224	119700296	119725368	119750440	119775512
380	121300008	121325080	121350152	121375224	121400296	121425368	121450440	121475512
390	123000008	123025080	123050152	123075224	123100296	123125368	123150440	123175512
400	124700008	124725080	124750152	124775224	124800296	124825368	124850440	124875512

Table A Conventional Loans

[illegible]

YEARS	1.65	1.70	1.75	1.80	1.85	1.90	1.95	2.00	2.45	2.50	2.55	2.60	2.65	2.70	2.75	2.80
1.0	1.00828	1.00853	1.00878	1.00904	1.00929	1.00954	1.00979	1.01004	1.01232	1.01257	1.01283	1.01308	1.01333	1.01359	1.01384	1.01409
1.5	1.01633	1.01713	1.01793	1.01873	1.01953	1.02033	1.02113	1.02193	1.02421	1.02446	1.02471	1.02496	1.02521	1.02546	1.02571	1.02596
2.0	1.02354	1.02434	1.02514	1.02594	1.02674	1.02754	1.02834	1.02914	1.03142	1.03167	1.03192	1.03217	1.03242	1.03267	1.03292	1.03317
2.5	1.03111	1.03191	1.03271	1.03351	1.03431	1.03511	1.03591	1.03671	1.03899	1.03924	1.03949	1.03974	1.04000	1.04025	1.04050	1.04075
3.0	1.03916	1.04036	1.04156	1.04276	1.04396	1.04516	1.04636	1.04756	1.05044	1.05069	1.05094	1.05119	1.05144	1.05169	1.05194	1.05219
4.0	1.04821	1.04981	1.05141	1.05301	1.05461	1.05621	1.05781	1.05941	1.06369	1.06394	1.06419	1.06444	1.06469	1.06494	1.06519	1.06544
5.0	1.05826	1.06026	1.06226	1.06426	1.06626	1.06826	1.07026	1.07226	1.07814	1.07839	1.07864	1.07889	1.07914	1.07939	1.07964	1.07989
6.0	1.06931	1.07171	1.07411	1.07651	1.07891	1.08131	1.08371	1.08611	1.09339	1.09364	1.09389	1.09414	1.09439	1.09464	1.09489	1.09514
7.0	1.08136	1.08416	1.08696	1.08976	1.09256	1.09536	1.09816	1.10096	1.10864	1.10889	1.10914	1.10939	1.10964	1.10989	1.11014	1.11039
8.0	1.09441	1.09761	1.10081	1.10401	1.10721	1.11041	1.11361	1.11681	1.12569	1.12594	1.12619	1.12644	1.12669	1.12694	1.12719	1.12744
9.0	1.10846	1.11206	1.11566	1.11926	1.12286	1.12646	1.13006	1.13366	1.14304	1.14329	1.14354	1.14379	1.14404	1.14429	1.14454	1.14479
10.0	1.12351	1.12751	1.13151	1.13551	1.13951	1.14351	1.14751	1.15151	1.16169	1.16194	1.16219	1.16244	1.16269	1.16294	1.16319	1.16344
11.0	1.13956	1.14406	1.14856	1.15306	1.15756	1.16206	1.16656	1.17106	1.18184	1.18209	1.18234	1.18259	1.18284	1.18309	1.18334	1.18359
12.0	1.15661	1.16151	1.16641	1.17131	1.17621	1.18111	1.18601	1.19091	1.20229	1.20254	1.20279	1.20304	1.20329	1.20354	1.20379	1.20404
13.0	1.17466	1.18006	1.18546	1.19086	1.19626	1.20166	1.20706	1.21246	1.22424	1.22449	1.22474	1.22499	1.22524	1.22549	1.22574	1.22599
14.0	1.19371	1.20001	1.20631	1.21261	1.21891	1.22521	1.23151	1.23781	1.25009	1.25034	1.25059	1.25084	1.25109	1.25134	1.25159	1.25184
15.0	1.21376	1.22046	1.22716	1.23386	1.24056	1.24726	1.25396	1.26066	1.27344	1.27369	1.27394	1.27419	1.27444	1.27469	1.27494	1.27519
16.0	1.23481	1.24191	1.24901	1.25611	1.26321	1.27031	1.27741	1.28451	1.29779	1.29804	1.29829	1.29854	1.29879	1.29904	1.29929	1.29954
17.0	1.25686	1.26446	1.27206	1.27966	1.28726	1.29486	1.30246	1.31006	1.32384	1.32409	1.32434	1.32459	1.32484	1.32509	1.32534	1.32559
18.0	1.27991	1.28801	1.29611	1.30421	1.31231	1.32041	1.32851	1.33661	1.35079	1.35104	1.35129	1.35154	1.35179	1.35204	1.35229	1.35254
19.0	1.30296	1.31146	1.31996	1.32846	1.33696	1.34546	1.35396	1.36246	1.37704	1.37729	1.37754	1.37779	1.37804	1.37829	1.37854	1.37879
20.0	1.32601	1.33491	1.34381	1.35271	1.36161	1.37051	1.37941	1.38831	1.40349	1.40374	1.40399	1.40424	1.40449	1.40474	1.40499	1.40524
21.0	1.34906	1.35836	1.36766	1.37696	1.38626	1.39556	1.40486	1.41416	1.43004	1.43029	1.43054	1.43079	1.43104	1.43129	1.43154	1.43179
22.0	1.37211	1.38181	1.39151	1.40121	1.41091	1.42061	1.43031	1.44001	1.45629	1.45654	1.45679	1.45704	1.45729	1.45754	1.45779	1.45804
23.0	1.39516	1.40526	1.41536	1.42546	1.43556	1.44566	1.45576	1.46586	1.48254	1.48279	1.48304	1.48329	1.48354	1.48379	1.48404	1.48429
24.0	1.41821	1.42871	1.43921	1.44971	1.46021	1.47071	1.48121	1.49171	1.50879	1.50904	1.50929	1.50954	1.50979	1.51004	1.51029	1.51054
25.0	1.44126	1.45216	1.46306	1.47396	1.48486	1.49576	1.50666	1.51756	1.53504	1.53529	1.53554	1.53579	1.53604	1.53629	1.53654	1.53679
26.0	1.46431	1.47561	1.48691	1.49821	1.50951	1.52081	1.53211	1.54341	1.56129	1.56154	1.56179	1.56204	1.56229	1.56254	1.56279	1.56304
27.0	1.48736	1.49906	1.51076	1.52246	1.53416	1.54586	1.55756	1.56926	1.58744	1.58769	1.58794	1.58819	1.58844	1.58869	1.58894	1.58919
28.0	1.51041	1.52251	1.53461	1.54671	1.55881	1.57091	1.58301	1.59511	1.61369	1.61394	1.61419	1.61444	1.61469	1.61494	1.61519	1.61544
29.0	1.53346	1.54596	1.55846	1.57096	1.58346	1.59596	1.60846	1.62096	1.64004	1.64029	1.64054	1.64079	1.64104	1.64129	1.64154	1.64179
30.0	1.55651	1.56941	1.58231	1.59521	1.60811	1.62101	1.63391	1.64681	1.66629	1.66654	1.66679	1.66704	1.66729	1.66754	1.66779	1.66804
35.0	1.65456	1.67006	1.68556	1.70106	1.71656	1.73206	1.74756	1.76306	1.79224	1.79249	1.79274	1.79299	1.79324	1.79349	1.79374	1.79399
40.0	1.78261	1.80041	1.81821	1.83601	1.85381	1.87161	1.88941	1.90721	1.93709	1.93734	1.93759	1.93784	1.93809	1.93834	1.93859	1.93884

YEARS	2.05	2.10	2.15	ANNUAL INTEREST RATE			2.30	2.35	2.40	YEARS			2.85	2.90	2.95	ANNUAL INTEREST RATE			3.10	3.15	3.20
				2.20	2.25												3.00	3.05			
1.5	1.01030	1.01055	1.01080	1.01105	1.01130	1.01155	1.01180	1.01205	1.01230	1.01255	1.01280	1.01305	1.01330	1.01355	1.01380	1.01405	1.01430	1.01455	1.01480	1.01505	1.01530
1.0	1.02071	1.02122	1.02173	1.02224	1.02275	1.02326	1.02377	1.02428	1.02479	1.02530	1.02581	1.02632	1.02683	1.02734	1.02785	1.02836	1.02887	1.02938	1.02989	1.03040	1.03091
1.5	1.03122	1.03200	1.03278	1.03356	1.03434	1.03512	1.03590	1.03668	1.03746	1.03824	1.03902	1.03980	1.04058	1.04136	1.04214	1.04292	1.04370	1.04448	1.04526	1.04604	1.04682
2.0	1.04269	1.04396	1.04523	1.04650	1.04777	1.04904	1.05031	1.05158	1.05285	1.05412	1.05539	1.05666	1.05793	1.05920	1.06047	1.06174	1.06301	1.06428	1.06555	1.06682	1.06809
2.5	1.05258	1.05390	1.05521	1.05653	1.05785	1.05917	1.06049	1.06181	1.06313	1.06445	1.06577	1.06709	1.06841	1.06973	1.07105	1.07237	1.07369	1.07501	1.07633	1.07765	1.07897
3.0	1.06342	1.06502	1.06662	1.06822	1.06982	1.07143	1.07303	1.07463	1.07623	1.07783	1.07943	1.08103	1.08263	1.08423	1.08583	1.08743	1.08903	1.09063	1.09223	1.09383	1.09543
4.0	1.08545	1.08763	1.08980	1.09198	1.09416	1.09634	1.09852	1.10070	1.10288	1.10506	1.10724	1.10942	1.11160	1.11378	1.11596	1.11814	1.12032	1.12250	1.12468	1.12686	1.12904
5.0	1.10793	1.11070	1.11348	1.11626	1.11904	1.12182	1.12460	1.12738	1.13016	1.13294	1.13572	1.13850	1.14128	1.14406	1.14684	1.14962	1.15240	1.15518	1.15796	1.16074	1.16352
6.0	1.13087	1.13472	1.13857	1.14242	1.14627	1.15012	1.15397	1.15782	1.16167	1.16552	1.16937	1.17322	1.17707	1.18092	1.18477	1.18862	1.19247	1.19632	1.20017	1.20402	1.20787
7.0	1.15430	1.15934	1.16438	1.16942	1.17446	1.17950	1.18454	1.18958	1.19462	1.19966	1.20470	1.20974	1.21478	1.21982	1.22486	1.22990	1.23494	1.23998	1.24502	1.25006	1.25510
8.0	1.17820	1.18493	1.19167	1.19840	1.20513	1.21186	1.21859	1.22532	1.23205	1.23878	1.24551	1.25224	1.25897	1.26570	1.27243	1.27916	1.28589	1.29262	1.29935	1.30608	1.31281
9.0	1.20260	1.21083	1.21906	1.22729	1.23552	1.24375	1.25198	1.26021	1.26844	1.27667	1.28490	1.29313	1.30136	1.30959	1.31782	1.32605	1.33428	1.34251	1.35074	1.35897	1.36720
10.0	1.22751	1.23693	1.24635	1.25577	1.26519	1.27461	1.28403	1.29345	1.30287	1.31229	1.32171	1.33113	1.34055	1.34997	1.35939	1.36881	1.37823	1.38765	1.39707	1.40649	1.41591
11.0	1.25293	1.26355	1.27417	1.28479	1.29541	1.30603	1.31665	1.32727	1.33789	1.34851	1.35913	1.36975	1.38037	1.39099	1.40161	1.41223	1.42285	1.43347	1.44409	1.45471	1.46533
12.0	1.27868	1.28950	1.29992	1.31034	1.32076	1.33118	1.34160	1.35202	1.36244	1.37286	1.38328	1.39370	1.40412	1.41454	1.42496	1.43538	1.44580	1.45622	1.46664	1.47706	1.48748
13.0	1.30537	1.31689	1.32831	1.33973	1.35115	1.36257	1.37399	1.38541	1.39683	1.40825	1.41967	1.43109	1.44251	1.45393	1.46535	1.47677	1.48819	1.49961	1.51103	1.52245	1.53387
14.0	1.33211	1.34472	1.35733	1.36994	1.38255	1.39516	1.40777	1.42038	1.43299	1.44560	1.45821	1.47082	1.48343	1.49604	1.50865	1.52126	1.53387	1.54648	1.55909	1.57170	1.58431
15.0	1.36000	1.37361	1.38722	1.40083	1.41444	1.42805	1.44166	1.45527	1.46888	1.48249	1.49610	1.50971	1.52332	1.53693	1.55054	1.56415	1.57776	1.59137	1.60498	1.61859	1.63220
16.0	1.38817	1.39932	1.41056	1.42180	1.43304	1.44428	1.45552	1.46676	1.47800	1.48924	1.50048	1.51172	1.52296	1.53420	1.54544	1.55668	1.56792	1.57916	1.59040	1.60164	1.61288
17.0	1.41692	1.42901	1.44111	1.45321	1.46531	1.47741	1.48951	1.50161	1.51371	1.52581	1.53791	1.55001	1.56211	1.57421	1.58631	1.59841	1.61051	1.62261	1.63471	1.64681	1.65891
18.0	1.44623	1.45934	1.47245	1.48556	1.49867	1.51178	1.52489	1.53799	1.55110	1.56421	1.57732	1.59043	1.60354	1.61665	1.62976	1.64287	1.65598	1.66909	1.68220	1.69531	1.70842
19.0	1.47627	1.49031	1.50435	1.51839	1.53243	1.54647	1.56051	1.57455	1.58859	1.60263	1.61667	1.63071	1.64475	1.65879	1.67283	1.68687	1.69991	1.71395	1.72799	1.74203	1.75607
20.0	1.50674	1.52174	1.53674	1.55174	1.56674	1.58174	1.59674	1.61174	1.62674	1.64174	1.65674	1.67174	1.68674	1.70174	1.71674	1.73174	1.74674	1.76174	1.77674	1.79174	1.80674
21.0	1.53800	1.55423	1.57046	1.58671	1.60296	1.61921	1.63546	1.65171	1.66796	1.68421	1.69996	1.71621	1.73246	1.74871	1.76496	1.78121	1.79746	1.81371	1.82996	1.84621	1.86246
22.0	1.56985	1.58728	1.60471	1.62214	1.63957	1.65700	1.67443	1.69186	1.70929	1.72672	1.74415	1.76158	1.77901	1.79644	1.81387	1.83130	1.84873	1.86616	1.88359	1.90102	1.91845
23.0	1.60236	1.62099	1.63962	1.65825	1.67688	1.69551	1.71414	1.73277	1.75140	1.77003	1.78866	1.80729	1.82592	1.84455	1.86318	1.88181	1.89994	1.91857	1.93720	1.95583	1.97446
24.0	1.63611	1.65594	1.67577	1.69560	1.71543	1.73526	1.75509	1.77492	1.79475	1.81458	1.83441	1.85424	1.87407	1.89390	1.91373	1.93356	1.95339	1.97322	1.99305	2.01288	2.03271
25.0	1.67042	1.69143	1.71244	1.73345	1.75446	1.77547	1.79648	1.81749	1.83850	1.85951	1.88052	1.90153	1.92254	1.94355	1.96456	1.98557	2.00658	2.02759	2.04860	2.06961	2.09062
26.0	1.70460	1.72680	1.74899	1.77119	1.79339	1.81559	1.83779	1.85999	1.88219	1.90439	1.92659	1.94879	1.97099	1.99319	2.01539	2.03759	2.05979	2.08199	2.10419	2.12639	2.14859
27.0	1.73921	1.76293	1.78665	1.81037	1.83409	1.85781	1.88153	1.90525	1.92897	1.95269	1.97641	2.00013	2.02385	2.04757	2.07129	2.09501	2.11873	2.14245	2.16617	2.18989	2.21361
28.0	1.77531	1.80034	1.82537	1.85040	1.87543	1.89996	1.92499	1.94952	1.97405	1.99858	2.02311	2.04764	2.07217	2.09670	2.12123	2.14576	2.17029	2.19482	2.21935	2.24388	2.26841
29.0	1.81208	1.83851	1.86494	1.89137	1.91780	1.94423	1.97066	1.99709	2.02352	2.04995	2.07638	2.10281	2.12924	2.15567	2.18210	2.20853	2.23496	2.26139	2.28782	2.31425	2.34068
30.0	1.84963	1.87756	1.90549	1.93342	1.96135	1.98928	2.01721	2.04514	2.07307	2.10100	2.12893	2.15686	2.18479	2.21272	2.24065	2.26858	2.29651	2.32444	2.35237	2.38030	2.40823
35.0	2.06923	2.08833	2.10743	2.12653	2.14563	2.16473	2.18383	2.20293	2.22203	2.24113	2.26023	2.27933	2.29843	2.31753	2.33663	2.35573	2.37483	2.39393	2.41303	2.43213	2.45123
40.0	2.27033	2.29033	2.31033	2.33033	2.35033	2.37033	2.39033	2.41033	2.43033	2.45033	2.47033	2.49033	2.51033	2.53033	2.55033	2.57033	2.59033	2.61033	2.63033	2.65033	2.67033
TABLE B (CONT.) ANNUAL INTEREST RATE - COMPOUNDED HALF-YEARLY																					
* TABLE C (CONT.) ANNUAL INTEREST RATE - COMPOUNDED QUARTERLY																					

YEARS	3.25	3.50	3.75	4.00	4.25	4.50	4.75	5.00	5.25	5.50	5.75	6.00	6.25	6.50	6.75	7.00	7.25	7.50	7.75	8.00	8.25	8.50	8.75	9.00	9.25	9.50	9.75	10.00	10.25	10.50	10.75	11.00	11.25	11.50	11.75	12.00	12.25	12.50	12.75	13.00	13.25	13.50	13.75	14.00	14.25	14.50	14.75	15.00	15.25	15.50	15.75	16.00	16.25	16.50	16.75	17.00	17.25	17.50	17.75	18.00	18.25	18.50	18.75	19.00	19.25	19.50	19.75	20.00	20.25	20.50	20.75	21.00	21.25	21.50	21.75	22.00	22.25	22.50	22.75	23.00	23.25	23.50	23.75	24.00	24.25	24.50	24.75	25.00	25.25	25.50	25.75	26.00	26.25	26.50	26.75	27.00	27.25	27.50	27.75	28.00	28.25	28.50	28.75	29.00	29.25	29.50	29.75	30.00	30.25	30.50	30.75	31.00	31.25	31.50	31.75	32.00	32.25	32.50	32.75	33.00	33.25	33.50	33.75	34.00	34.25	34.50	34.75	35.00	35.25	35.50	35.75	36.00	36.25	36.50	36.75	37.00	37.25	37.50	37.75	38.00	38.25	38.50	38.75	39.00	39.25	39.50	39.75	40.00	40.25	40.50	40.75	41.00	41.25	41.50	41.75	42.00	42.25	42.50	42.75	43.00	43.25	43.50	43.75	44.00	44.25	44.50	44.75	45.00	45.25	45.50	45.75	46.00	46.25	46.50	46.75	47.00	47.25	47.50	47.75	48.00	48.25	48.50	48.75	49.00	49.25	49.50	49.75	50.00	50.25	50.50	50.75	51.00	51.25	51.50	51.75	52.00	52.25	52.50	52.75	53.00	53.25	53.50	53.75	54.00	54.25	54.50	54.75	55.00	55.25	55.50	55.75	56.00	56.25	56.50	56.75	57.00	57.25	57.50	57.75	58.00	58.25	58.50	58.75	59.00	59.25	59.50	59.75	60.00	60.25	60.50	60.75	61.00	61.25	61.50	61.75	62.00	62.25	62.50	62.75	63.00	63.25	63.50	63.75	64.00	64.25	64.50	64.75	65.00	65.25	65.50	65.75	66.00	66.25	66.50	66.75	67.00	67.25	67.50	67.75	68.00	68.25	68.50	68.75	69.00	69.25	69.50	69.75	70.00	70.25	70.50	70.75	71.00	71.25	71.50	71.75	72.00	72.25	72.50	72.75	73.00	73.25	73.50	73.75	74.00	74.25	74.50	74.75	75.00	75.25	75.50	75.75	76.00	76.25	76.50	76.75	77.00	77.25	77.50	77.75	78.00	78.25	78.50	78.75	79.00	79.25	79.50	79.75	80.00	80.25	80.50	80.75	81.00	81.25	81.50	81.75	82.00	82.25	82.50	82.75	83.00	83.25	83.50	83.75	84.00	84.25	84.50	84.75	85.00	85.25	85.50	85.75	86.00	86.25	86.50	86.75	87.00	87.25	87.50	87.75	88.00	88.25	88.50	88.75	89.00	89.25	89.50	89.75	90.00	90.25	90.50	90.75	91.00	91.25	91.50	91.75	92.00	92.25	92.50	92.75	93.00	93.25	93.50	93.75	94.00	94.25	94.50	94.75	95.00	95.25	95.50	95.75	96.00	96.25	96.50	96.75	97.00	97.25	97.50	97.75	98.00	98.25	98.50	98.75	99.00	99.25	99.50	99.75	100.00	100.25	100.50	100.75	101.00	101.25	101.50	101.75	102.00	102.25	102.50	102.75	103.00	103.25	103.50	103.75	104.00	104.25	104.50	104.75	105.00	105.25	105.50	105.75	106.00	106.25	106.50	106.75	107.00	107.25	107.50	107.75	108.00	108.25	108.50	108.75	109.00	109.25	109.50	109.75	110.00	110.25	110.50	110.75	111.00	111.25	111.50	111.75	112.00	112.25	112.50	112.75	113.00	113.25	113.50	113.75	114.00	114.25	114.50	114.75	115.00	115.25	115.50	115.75	116.00	116.25	116.50	116.75	117.00	117.25	117.50	117.75	118.00	118.25	118.50	118.75	119.00	119.25	119.50	119.75	120.00	120.25	120.50	120.75	121.00	121.25	121.50	121.75	122.00	122.25	122.50	122.75	123.00	123.25	123.50	123.75	124.00	124.25	124.50	124.75	125.00	125.25	125.50	125.75	126.00	126.25	126.50	126.75	127.00	127.25	127.50	127.75	128.00	128.25	128.50	128.75	129.00	129.25	129.50	129.75	130.00	130.25	130.50	130.75	131.00	131.25	131.50	131.75	132.00	132.25	132.50	132.75	133.00	133.25	133.50	133.75	134.00	134.25	134.50	134.75	135.00	135.25	135.50	135.75	136.00	136.25	136.50	136.75	137.00	137.25	137.50	137.75	138.00	138.25	138.50	138.75	139.00	139.25	139.50	139.75	140.00	140.25	140.50	140.75	141.00	141.25	141.50	141.75	142.00	142.25	142.50	142.75	143.00	143.25	143.50	143.75	144.00	144.25	144.50	144.75	145.00	145.25	145.50	145.75	146.00	146.25	146.50	146.75	147.00	147.25	147.50	147.75	148.00	148.25	148.50	148.75	149.00	149.25	149.50	149.75	150.00	150.25	150.50	150.75	151.00	151.25	151.50	151.75	152.00	152.25	152.50	152.75	153.00	153.25	153.50	153.75	154.00	154.25	154.50	154.75	155.00	155.25	155.50	155.75	156.00	156.25	156.50	156.75	157.00	157.25	157.50	157.75	158.00	158.25	158.50	158.75	159.00	159.25	159.50	159.75	160.00	160.25	160.50	160.75	161.00	161.25	161.50	161.75	162.00	162.25	162.50	162.75	163.00	163.25	163.50	163.75	164.00	164.25	164.50	164.75	165.00	165.25	165.50	165.75	166.00	166.25	166.50	166.75	167.00	167.25	167.50	167.75	168.00	168.25	168.50	168.75	169.00	169.25	169.50	169.75	170.00	170.25	170.50	170.75	171.00	171.25	171.50	171.75	172.00	172.25	172.50	172.75	173.00	173.25	173.50	173.75	174.00	174.25	174.50	174.75	175.00	175.25	175.50	175.75	176.00	176.25	176.50	176.75	177.00	177.25	177.50	177.75	178.00	178.25	178.50	178.75	179.00	179.25	179.50	179.75	180.00	180.25	180.50	180.75	181.00	181.25	181.50	181.75	182.00	182.25	182.50	182.75	183.00	183.25	183.50	183.75	184.00	184.25	184.50	184.75	185.00	185.25	185.50	185.75	186.00	186.25	186.50	186.75	187.00	187.25	187.50	187.75	188.00	188.25	188.50	188.75	189.00	189.25	189.50	189.75	190.00	190.25	190.50	190.75	191.00	191.25	191.50	191.75	192.00	192.25	192.50	192.75	193.00	193.25	193.50	193.75	194.00	194.25	194.50	194.75	195.00	195.25	195.50	195.75	196.00	196.25	196.50	196.75	197.00	197.25	197.50	197.75	198.00	198.25	198.50	198.75	199.00	199.25	199.50	199.75	200.00	200.25	200.50	200.75	201.00	201.25	201.50	201.75	202.00	202.25	202.50	202.75	203.00	203.25	203.50	203.75	204.00	204.25	204.50	204.75	205.00	205.25	205.50	205.75	206.00	206.25	206.50	206.75	207.00	207.25	207.50	207.75	208.00	208.25	208.50	208.75	209.00	209.25	209.50	209.75	210.00	210.25	210.50	210.75	211.00	211.25	211.50	211.75	212.00	212.25	212.50	212.75	213.00	213.25	213.50	213.75	214.00	214.25	214.50	214.75	215.00	215.25	215.50	215.75	216.00	216.25	216.50	216.75	217.00	217.25	217.50	217.75	218.00	218.25	218.50	218.75	219.00	219.25	219.50	219.75	220.00	220.25	220.50	220.75	221.00	221.25	221.50	221.75	222.00	222.25	222.50	222.75	223.00	223.25	223.50	223.75	224.00	224.25	224.50	224.75	225.00	225.25	225.50	225.75	226.00	226.25	226.50	226.75	227.00	227.25	227.50	227.75	228.00	228.25	228.50	228.75	229.00	229.25	229.50	229.75	230.00	230.25	230.50	230.75	231.00	231.25	231.50	231.75	232.00	232.25	232.50	232.75	233.00	233.25	233.50	233.75	234.00	234.25	234.50	234.75	235.00	235.25	235.50	235.75	236.00	236.25	236.50	236.75	237.00	237.25	237.50	237.75	238.00	238.25	238.50	238.75	239.00	239.25	239.50	239.75	240.00	240.25	240.50	240.75	241.00	241.25	241.50	241.75	242.00	242.25	242.50	242.75	243.00	243.25	243.50	243.75	244.00	244.25	244.50	244.75	245.00	245.25	245.50	245.75	246.00	246.25	246.50	246.75	247.00	247.25	247.50	247.75	248.00	248.25	248.50	248.75	249.00	249.25	249.50	249.75	250.00	250.25	250.50	250.75	251.00	251.25	251.50	251.75	252.00	252.25	252.50	252.75	253.00	253.25	253.50	253.75	254.00	254.25	254.50	254.75	255.00	255.25	255.50	255.75	256.00	256.25	256.50	256.75	257.00	257.25	257.50	257.75	258.00	258.25	258.50	258.75	259.00	259.25	259.50	259.75	260.00	260.25	260.50	260.75	261.00	261.25	261.50	261.75	262.00	262.25	262.50	262.75	263.00	263.25	263.50	263.75	264.00	264.25	264.50	264.75	265.00	265.25	265.50	265.75	266.00	266.25	266.50	266.75	267.00	267.25	267.50	267.75	268.00	268.25	268.50	268.75	269.00	269.25	269.50	269.75	270.00	270.25	270.50	270.75	271.00	271.25	271.50	271.75	272.00	272.25	272.50	272.75	273.00	273.25	273.50	273.75	274.00	274.25	274.50	274.75	275.00	275.25	275.50	275.75	276.00	276.25	276.50	276.75	277.00	277.25	277.50	277.75	278.00	278.25	278.50	278.75	279.00	279.25	279.50	279.75	280.00	280.25	280.50	280.75	281.00	281.25	281.50	281.75	282.00	282.25	282.50	282.75	283.00	283.25	283.50	283.75	284.00	284.25	284.50	284.75	285.00	285.25	285.50	285.75	286.00	286.25	286.50	286.75	287.00	287.25	287.50	287.75	288.00	288.25	288.50	288.75	289.00	289.25	289.50	289.75	290.00	290.25	290.50	290.75	291.00	291.25	291.50	291.75	292.00	292.25	292.50	292.75	293.00
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YEARS	4.85%	4.90%	4.95%	5.00%	5.05%	5.10%	5.15%	5.20%	5.25%	5.30%	5.35%	5.40%	5.45%	5.50%	5.55%	5.60%
1.0	1.02434	1.02460	1.02505	1.02531	1.02556	1.02582	1.02608	1.02633	1.02659	1.02684	1.02709	1.02734	1.02759	1.02784	1.02809	1.02834
1.5	1.05694	1.05719	1.05764	1.05809	1.05854	1.05899	1.05944	1.05989	1.06034	1.06079	1.06124	1.06169	1.06214	1.06259	1.06304	1.06349
2.0	1.07545	1.07570	1.07615	1.07660	1.07705	1.07750	1.07795	1.07840	1.07885	1.07930	1.07975	1.08020	1.08065	1.08110	1.08155	1.08200
2.5	1.10185	1.10210	1.10255	1.10300	1.10345	1.10390	1.10435	1.10480	1.10525	1.10570	1.10615	1.10660	1.10705	1.10750	1.10795	1.10840
3.0	1.12889	1.12914	1.12959	1.13004	1.13049	1.13094	1.13139	1.13184	1.13229	1.13274	1.13319	1.13364	1.13409	1.13454	1.13499	1.13544
3.5	1.15660	1.15685	1.15730	1.15775	1.15820	1.15865	1.15910	1.15955	1.16000	1.16045	1.16090	1.16135	1.16180	1.16225	1.16270	1.16315
4.0	1.18440	1.18465	1.18510	1.18555	1.18600	1.18645	1.18690	1.18735	1.18780	1.18825	1.18870	1.18915	1.18960	1.19005	1.19050	1.19095
4.5	1.21240	1.21265	1.21310	1.21355	1.21400	1.21445	1.21490	1.21535	1.21580	1.21625	1.21670	1.21715	1.21760	1.21805	1.21850	1.21895
5.0	1.24040	1.24065	1.24110	1.24155	1.24200	1.24245	1.24290	1.24335	1.24380	1.24425	1.24470	1.24515	1.24560	1.24605	1.24650	1.24695
5.5	1.26840	1.26865	1.26910	1.26955	1.27000	1.27045	1.27090	1.27135	1.27180	1.27225	1.27270	1.27315	1.27360	1.27405	1.27450	1.27495
6.0	1.29640	1.29665	1.29710	1.29755	1.29800	1.29845	1.29890	1.29935	1.29980	1.30025	1.30070	1.30115	1.30160	1.30205	1.30250	1.30295
6.5	1.32440	1.32465	1.32510	1.32555	1.32600	1.32645	1.32690	1.32735	1.32780	1.32825	1.32870	1.32915	1.32960	1.33005	1.33050	1.33095
7.0	1.35240	1.35265	1.35310	1.35355	1.35400	1.35445	1.35490	1.35535	1.35580	1.35625	1.35670	1.35715	1.35760	1.35805	1.35850	1.35895
7.5	1.38040	1.38065	1.38110	1.38155	1.38200	1.38245	1.38290	1.38335	1.38380	1.38425	1.38470	1.38515	1.38560	1.38605	1.38650	1.38695
8.0	1.40840	1.40865	1.40910	1.40955	1.41000	1.41045	1.41090	1.41135	1.41180	1.41225	1.41270	1.41315	1.41360	1.41405	1.41450	1.41495
8.5	1.43640	1.43665	1.43710	1.43755	1.43800	1.43845	1.43890	1.43935	1.43980	1.44025	1.44070	1.44115	1.44160	1.44205	1.44250	1.44295
9.0	1.46440	1.46465	1.46510	1.46555	1.46600	1.46645	1.46690	1.46735	1.46780	1.46825	1.46870	1.46915	1.46960	1.47005	1.47050	1.47095
9.5	1.49240	1.49265	1.49310	1.49355	1.49400	1.49445	1.49490	1.49535	1.49580	1.49625	1.49670	1.49715	1.49760	1.49805	1.49850	1.49895
10.0	1.52040	1.52065	1.52110	1.52155	1.52200	1.52245	1.52290	1.52335	1.52380	1.52425	1.52470	1.52515	1.52560	1.52605	1.52650	1.52695
10.5	1.54840	1.54865	1.54910	1.54955	1.55000	1.55045	1.55090	1.55135	1.55180	1.55225	1.55270	1.55315	1.55360	1.55405	1.55450	1.55495
11.0	1.57640	1.57665	1.57710	1.57755	1.57800	1.57845	1.57890	1.57935	1.57980	1.58025	1.58070	1.58115	1.58160	1.58205	1.58250	1.58295
11.5	1.60440	1.60465	1.60510	1.60555	1.60600	1.60645	1.60690	1.60735	1.60780	1.60825	1.60870	1.60915	1.60960	1.61005	1.61050	1.61095
12.0	1.63240	1.63265	1.63310	1.63355	1.63400	1.63445	1.63490	1.63535	1.63580	1.63625	1.63670	1.63715	1.63760	1.63805	1.63850	1.63895
12.5	1.66040	1.66065	1.66110	1.66155	1.66200	1.66245	1.66290	1.66335	1.66380	1.66425	1.66470	1.66515	1.66560	1.66605	1.66650	1.66695
13.0	1.68840	1.68865	1.68910	1.68955	1.69000	1.69045	1.69090	1.69135	1.69180	1.69225	1.69270	1.69315	1.69360	1.69405	1.69450	1.69495
13.5	1.71640	1.71665	1.71710	1.71755	1.71800	1.71845	1.71890	1.71935	1.71980	1.72025	1.72070	1.72115	1.72160	1.72205	1.72250	1.72295
14.0	1.74440	1.74465	1.74510	1.74555	1.74600	1.74645	1.74690	1.74735	1.74780	1.74825	1.74870	1.74915	1.74960	1.75005	1.75050	1.75095
14.5	1.77240	1.77265	1.77310	1.77355	1.77400	1.77445	1.77490	1.77535	1.77580	1.77625	1.77670	1.77715	1.77760	1.77805	1.77850	1.77895
15.0	1.80040	1.80065	1.80110	1.80155	1.80200	1.80245	1.80290	1.80335	1.80380	1.80425	1.80470	1.80515	1.80560	1.80605	1.80650	1.80695
15.5	1.82840	1.82865	1.82910	1.82955	1.83000	1.83045	1.83090	1.83135	1.83180	1.83225	1.83270	1.83315	1.83360	1.83405	1.83450	1.83495
16.0	1.85640	1.85665	1.85710	1.85755	1.85800	1.85845	1.85890	1.85935	1.85980	1.86025	1.86070	1.86115	1.86160	1.86205	1.86250	1.86295
16.5	1.88440	1.88465	1.88510	1.88555	1.88600	1.88645	1.88690	1.88735	1.88780	1.88825	1.88870	1.88915	1.88960	1.89005	1.89050	1.89095
17.0	1.91240	1.91265	1.91310	1.91355	1.91400	1.91445	1.91490	1.91535	1.91580	1.91625	1.91670	1.91715	1.91760	1.91805	1.91850	1.91895
17.5	1.94040	1.94065	1.94110	1.94155	1.94200	1.94245	1.94290	1.94335	1.94380	1.94425	1.94470	1.94515	1.94560	1.94605	1.94650	1.94695
18.0	1.96840	1.96865	1.96910	1.96955	1.97000	1.97045	1.97090	1.97135	1.97180	1.97225	1.97270	1.97315	1.97360	1.97405	1.97450	1.97495
18.5	1.99640	1.99665	1.99710	1.99755	1.99800	1.99845	1.99890	1.99935	1.99980	2.00025	2.00070	2.00115	2.00160	2.00205	2.00250	2.00295
19.0	2.02440	2.02465	2.02510	2.02555	2.02600	2.02645	2.02690	2.02735	2.02780	2.02825	2.02870	2.02915	2.02960	2.03005	2.03050	2.03095
19.5	2.05240	2.05265	2.05310	2.05355	2.05400	2.05445	2.05490	2.05535	2.05580	2.05625	2.05670	2.05715	2.05760	2.05805	2.05850	2.05895
20.0	2.08040	2.08065	2.08110	2.08155	2.08200	2.08245	2.08290	2.08335	2.08380	2.08425	2.08470	2.08515	2.08560	2.08605	2.08650	2.08695
20.5	2.10840	2.10865	2.10910	2.10955	2.11000	2.11045	2.11090	2.11135	2.11180	2.11225	2.11270	2.11315	2.11360	2.11405	2.11450	2.11495
21.0	2.13640	2.13665	2.13710	2.13755	2.13800	2.13845	2.13890	2.13935	2.13980	2.14025	2.14070	2.14115	2.14160	2.14205	2.14250	2.14295
21.5	2.16440	2.16465	2.16510	2.16555	2.16600	2.16645	2.16690	2.16735	2.16780	2.16825	2.16870	2.16915	2.16960	2.17005	2.17050	2.17095
22.0	2.19240	2.19265	2.19310	2.19355	2.19400	2.19445	2.19490	2.19535	2.19580	2.19625	2.19670	2.19715	2.19760	2.19805	2.19850	2.19895
22.5	2.22040	2.22065	2.22110	2.22155	2.22200	2.22245	2.22290	2.22335	2.22380	2.22425	2.22470	2.22515	2.22560	2.22605	2.22650	2.22695
23.0	2.24840	2.24865	2.24910	2.24955	2.25000	2.25045	2.25090	2.25135	2.25180	2.25225	2.25270	2.25315	2.25360	2.25405	2.25450	2.25495
23.5	2.27640	2.27665	2.27710	2.27755	2.27800	2.27845	2.27890	2.27935	2.27980	2.28025	2.28070	2.28115	2.28160	2.28205	2.28250	2.28295
24.0	2.30440	2.30465	2.30510	2.30555	2.30600	2.30645	2.30690	2.30735	2.30780	2.30825	2.30870	2.30915	2.30960	2.31005	2.31050	2.31095
24.5	2.33240	2.33265	2.33310	2.33355	2.33400	2.33445	2.33490	2.33535	2.33580	2.33625	2.33670	2.33715	2.33760	2.33805	2.33850	2.33895
25.0	2.36040	2.36065	2.36110	2.36155	2.36200	2.36245	2.36290	2.36335	2.36380	2.36425	2.36470	2.36515	2.36560	2.36605	2.36650	2.36695
25.5	2.38840	2.38865	2.38910	2.38955	2.39000	2.39045	2.39090	2.39135	2.39180	2.39225	2.39270	2.39315	2.39360	2.39405	2.39450	2.39495
26.0	2.41640	2.41665	2.41710	2.41755	2.41800	2.41845	2.41890	2.41935	2.41980	2.42025	2.42070	2.42115	2.42160	2.42205	2.42250	2.42295
26.5	2.44440	2.44465	2.44510	2.44555	2.44600	2.44645	2.44690	2.44735	2.44780	2.44825	2.44870	2.44915	2.44960	2.45005	2.45050	2.45095
27.0	2.47240	2.47265	2.47310	2.47355	2.47400	2.47445	2.47490	2.47535	2.47580	2.47625	2.47670	2.47715	2.47760	2.47805	2.47850	2.47895
27.5	2.50040	2.50065	2.50110	2.50155	2.50200	2.50245	2.50290	2.50335	2.50380	2.50425	2.50470	2.50515	2.50560	2.50605	2.50650	2.50695
28.0	2.52840	2.52865	2.52910	2.52955	2.53000	2.53045	2.53090	2.53135	2.53180	2.53225	2.53270	2.53315	2.53360	2.53405	2.53450	2.53495
28.5	2.55640	2.55665	2.55710	2.55755	2.55800	2.55845	2.55890	2.55935	2.55980	2.56025	2.56070	2.56115	2.56160	2.56205	2.56250	2.56295
29.0	2.58440	2.58465	2.58510	2.58555	2.58600	2.58645	2.58690	2.58735	2.58780	2.58825	2.58870	2.58915	2.58960	2.59005	2.59050	2.59095
29.5	2.61240	2.61265	2.61310	2.61355	2.61400	2.61445	2.61490	2.61535	2.61580	2.61625	2.61670	2.61715	2.61760	2.61805	2.61850	2.61895
30.0	2.64040	2.64065	2.64110	2.64155	2.64200	2.64245	2.64290	2.64335	2.64380	2.64425	2.64470	2.64515	2.64560	2.64605	2.64650	2.64695

YEARS	ANNUAL INTEREST RATE									
	6.45%	6.50%	6.55%	6.60%	6.65%	6.70%	6.75%	6.80%	6.85%	6.90%
0.5	1.03771	1.03828	1.03884	1.03939	1.03994	1.04048	1.04102	1.04156	1.04209	1.04262
1.0	1.07881	1.07937	1.07992	1.08046	1.08100	1.08153	1.08206	1.08259	1.08311	1.08363
1.5	1.11981	1.12036	1.12090	1.12143	1.12196	1.12248	1.12300	1.12352	1.12403	1.12454
2.0	1.16081	1.16135	1.16188	1.16240	1.16292	1.16344	1.16395	1.16446	1.16496	1.16546
2.5	1.19181	1.19234	1.19286	1.19338	1.19389	1.19440	1.19491	1.19541	1.19591	1.19641
3.0	1.22281	1.22332	1.22383	1.22434	1.22484	1.22534	1.22584	1.22634	1.22684	1.22734
3.5	1.25381	1.25431	1.25481	1.25531	1.25581	1.25631	1.25681	1.25731	1.25781	1.25831
4.0	1.28481	1.28530	1.28579	1.28628	1.28677	1.28726	1.28775	1.28824	1.28873	1.28922
4.5	1.31581	1.31629	1.31677	1.31725	1.31773	1.31821	1.31869	1.31917	1.31964	1.32012
5.0	1.34681	1.34728	1.34775	1.34822	1.34869	1.34916	1.34963	1.35009	1.35056	1.35102
5.5	1.37781	1.37827	1.37873	1.37919	1.37965	1.38011	1.38057	1.38102	1.38148	1.38193
6.0	1.40881	1.40926	1.40971	1.41016	1.41061	1.41106	1.41151	1.41196	1.41241	1.41286
6.5	1.43981	1.44025	1.44069	1.44113	1.44157	1.44201	1.44245	1.44289	1.44333	1.44377
7.0	1.47081	1.47124	1.47167	1.47210	1.47253	1.47296	1.47339	1.47382	1.47425	1.47468
7.5	1.50181	1.50223	1.50265	1.50307	1.50349	1.50391	1.50433	1.50475	1.50517	1.50559
8.0	1.53281	1.53322	1.53363	1.53404	1.53445	1.53486	1.53527	1.53568	1.53608	1.53649
8.5	1.56381	1.56421	1.56461	1.56501	1.56541	1.56581	1.56621	1.56661	1.56701	1.56741
9.0	1.59481	1.59520	1.59559	1.59598	1.59637	1.59676	1.59715	1.59754	1.59793	1.59832
9.5	1.62581	1.62619	1.62657	1.62695	1.62733	1.62771	1.62809	1.62847	1.62885	1.62923
10.0	1.65681	1.65718	1.65755	1.65792	1.65829	1.65866	1.65903	1.65939	1.65976	1.66013
10.5	1.68781	1.68817	1.68853	1.68889	1.68925	1.68961	1.68996	1.69032	1.69067	1.69103
11.0	1.71881	1.71916	1.71951	1.71986	1.72021	1.72056	1.72091	1.72126	1.72161	1.72196
11.5	1.74981	1.75015	1.75049	1.75083	1.75117	1.75151	1.75185	1.75219	1.75253	1.75287
12.0	1.78081	1.78114	1.78147	1.78180	1.78213	1.78246	1.78279	1.78312	1.78345	1.78378
12.5	1.81181	1.81213	1.81245	1.81277	1.81309	1.81341	1.81373	1.81405	1.81437	1.81469
13.0	1.84281	1.84312	1.84343	1.84374	1.84405	1.84436	1.84467	1.84498	1.84529	1.84560
13.5	1.87381	1.87411	1.87441	1.87471	1.87501	1.87531	1.87561	1.87591	1.87621	1.87651
14.0	1.90481	1.90510	1.90539	1.90568	1.90597	1.90626	1.90655	1.90684	1.90713	1.90742
14.5	1.93581	1.93609	1.93637	1.93665	1.93693	1.93721	1.93749	1.93777	1.93805	1.93833
15.0	1.96681	1.96708	1.96735	1.96762	1.96789	1.96816	1.96843	1.96870	1.96897	1.96924
15.5	1.99781	1.99807	1.99833	1.99859	1.99885	1.99911	1.99937	1.99963	1.99989	2.00015
16.0	2.02881	2.02906	2.02931	2.02956	2.02981	2.03006	2.03031	2.03056	2.03081	2.03106
16.5	2.05981	2.05999	2.06017	2.06035	2.06053	2.06071	2.06089	2.06107	2.06125	2.06143
17.0	2.09081	2.09097	2.09113	2.09129	2.09145	2.09161	2.09177	2.09193	2.09209	2.09225
17.5	2.12181	2.12195	2.12209	2.12223	2.12237	2.12251	2.12265	2.12279	2.12293	2.12307
18.0	2.15281	2.15294	2.15307	2.15320	2.15333	2.15346	2.15359	2.15372	2.15385	2.15398
18.5	2.18381	2.18393	2.18405	2.18417	2.18429	2.18441	2.18453	2.18465	2.18477	2.18489
19.0	2.21481	2.21492	2.21503	2.21514	2.21525	2.21536	2.21547	2.21558	2.21569	2.21580
19.5	2.24581	2.24591	2.24601	2.24611	2.24621	2.24631	2.24641	2.24651	2.24661	2.24671
20.0	2.27681	2.27690	2.27699	2.27708	2.27717	2.27726	2.27735	2.27744	2.27753	2.27762
20.5	2.30781	2.30789	2.30797	2.30805	2.30813	2.30821	2.30829	2.30837	2.30845	2.30853
21.0	2.33881	2.33888	2.33895	2.33902	2.33909	2.33916	2.33923	2.33930	2.33937	2.33944
21.5	2.36981	2.36986	2.36991	2.36996	2.37001	2.37006	2.37011	2.37016	2.37021	2.37026
22.0	2.40081	2.40085	2.40089	2.40093	2.40097	2.40101	2.40105	2.40109	2.40113	2.40117
22.5	2.43181	2.43183	2.43185	2.43187	2.43189	2.43191	2.43193	2.43195	2.43197	2.43199
23.0	2.46281	2.46282	2.46283	2.46284	2.46285	2.46286	2.46287	2.46288	2.46289	2.46290
23.5	2.49381	2.49381	2.49382	2.49383	2.49384	2.49385	2.49386	2.49387	2.49388	2.49389
24.0	2.52481	2.52481	2.52482	2.52482	2.52483	2.52483	2.52484	2.52484	2.52485	2.52485
24.5	2.55581	2.55581	2.55582	2.55582	2.55583	2.55583	2.55584	2.55584	2.55585	2.55585
25.0	2.58681	2.58681	2.58682	2.58682	2.58683	2.58683	2.58684	2.58684	2.58685	2.58685
25.5	2.61781	2.61781	2.61782	2.61782	2.61783	2.61783	2.61784	2.61784	2.61785	2.61785
26.0	2.64881	2.64881	2.64882	2.64882	2.64883	2.64883	2.64884	2.64884	2.64885	2.64885
26.5	2.67981	2.67981	2.67982	2.67982	2.67983	2.67983	2.67984	2.67984	2.67985	2.67985
27.0	2.71081	2.71081	2.71082	2.71082	2.71083	2.71083	2.71084	2.71084	2.71085	2.71085
27.5	2.74181	2.74181	2.74182	2.74182	2.74183	2.74183	2.74184	2.74184	2.74185	2.74185
28.0	2.77281	2.77281	2.77282	2.77282	2.77283	2.77283	2.77284	2.77284	2.77285	2.77285
28.5	2.80381	2.80381	2.80382	2.80382	2.80383	2.80383	2.80384	2.80384	2.80385	2.80385
29.0	2.83481	2.83481	2.83482	2.83482	2.83483	2.83483	2.83484	2.83484	2.83485	2.83485
29.5	2.86581	2.86581	2.86582	2.86582	2.86583	2.86583	2.86584	2.86584	2.86585	2.86585
30.0	2.89681	2.89681	2.89682	2.89682	2.89683	2.89683	2.89684	2.89684	2.89685	2.89685
30.5	2.92781	2.92781	2.92782	2.92782	2.92783	2.92783	2.92784	2.92784	2.92785	2.92785
31.0	2.95881	2.95881	2.95882	2.95882	2.95883	2.95883	2.95884	2.95884	2.95885	2.95885
31.5	2.98981	2.98981	2.98982	2.98982	2.98983	2.98983	2.98984	2.98984	2.98985	2.98985
32.0	3.02081	3.02081	3.02082	3.02082	3.02083	3.02083	3.02084	3.02084	3.02085	3.02085
32.5	3.05181	3.05181	3.05182	3.05182	3.05183	3.05183	3.05184	3.05184	3.05185	3.05185
33.0	3.08281	3.08281	3.08282	3.08282	3.08283	3.08283	3.08284	3.08284	3.08285	3.08285
33.5	3.11381	3.11381	3.11382	3.11382	3.11383	3.11383	3.11384	3.11384	3.11385	3.11385
34.0	3.14481	3.14481	3.14482	3.14482	3.14483	3.14483	3.14484	3.14484	3.14485	3.14485
34.5	3.17581	3.17581	3.17582	3.17582	3.17583	3.17583	3.17584	3.17584	3.17585	3.17585
35.0	3.20681	3.20681	3.20682	3.20682	3.20683	3.20683	3.20684	3.20684	3.20685	3.20685
35.5	3.23781	3.23781	3.23782	3.23782	3.23783	3.23783	3.23784	3.23784	3.23785	3.23785
36.0	3.26881	3.26881	3.26882	3.26882	3.26883	3.26883	3.26884	3.26884	3.26885	3.26885
36.5	3.29981	3.29981	3.29982	3.29982	3.29983	3.29983	3.29984	3.29984	3.29985	3.29985
37.0	3.33081	3.33081	3.33082	3.33082	3.33083	3.33083	3.33084	3.33084	3.33085	3.33085
37.5	3.36181	3.36181	3.36182	3.36182	3.36183	3.36183	3.36184	3.36184	3.36185	3.36185
38.0	3.39281	3.39281	3.39282	3.39282	3.39283	3.39283	3.39284	3.39284	3.39285	3.39285
38.5	3.42381	3.42381	3.42382	3.42382	3.42383	3.42383	3.42384	3.42384	3.42385	3.42385
39.0	3.45481	3.45481	3.45482	3.45482	3.45483	3.45483	3.45484	3.45484	3.45485	3.45485
39.5	3.48581	3.48581	3.48582	3.48582	3.48583	3.48583	3.48584	3.48584	3.48585	3.48585
40.0	3.51681	3.51681	3.51682	3.51682	3.51683	3.51683	3.51684	3.51684	3.51685	3.51685

TABLE B ONE-AMOUNT-INTEREST-COMPOUNDED-DAILY

YEARS	ANNUAL INTEREST RATE									
	6.85	6.90	6.95	7.00	7.05	7.10	7.15	7.20	YEARS	*
0.5	1.03483	1.03509	1.03535	1.03561	1.03587	1.03613	1.03639	1.03665	1.03691	1.03717
1.0	1.07089	1.07142	1.07195	1.07248	1.07301	1.07354	1.07407	1.07460	1.07513	1.07566
1.5	1.10820	1.10903	1.10986	1.11069	1.11153	1.11236	1.11320	1.11403	1.11487	1.11570
2.0	1.14681	1.14796	1.14910	1.15025	1.15140	1.15255	1.15370	1.15485	1.15600	1.15715
2.5	1.18676	1.18825	1.18973	1.19122	1.19271	1.19420	1.19570	1.19719	1.19868	1.20017
3.0	1.22811	1.22995	1.23180	1.23365	1.23550	1.23735	1.23921	1.24107	1.24292	1.24477
4.0	1.31518	1.31781	1.32044	1.32309	1.32574	1.32837	1.33105	1.33374	1.33642	1.33910
5.0	1.40841	1.41194	1.41547	1.41901	1.42256	1.42612	1.42965	1.43320	1.43675	1.44030
6.0	1.50826	1.51279	1.51732	1.52186	1.52640	1.53094	1.53548	1.54002	1.54456	1.54910
7.0	1.61519	1.62085	1.62651	1.63217	1.63783	1.64349	1.64916	1.65482	1.66048	1.66614
8.0	1.72969	1.73663	1.74358	1.75053	1.75748	1.76443	1.77138	1.77833	1.78528	1.79223
9.0	1.85232	1.86067	1.86906	1.87749	1.88595	1.89444	1.90296	1.91151	1.92008	1.92867
10.0	1.98364	1.99358	2.00352	2.01346	2.02340	2.03334	2.04328	2.05322	2.06316	2.07310
11.0	2.12477	2.13598	2.14725	2.15852	2.16979	2.18106	2.19233	2.20360	2.21487	2.22614
12.0	2.27486	2.28855	2.30231	2.31617	2.33010	2.34413	2.35823	2.37242	2.38670	2.40107
13.0	2.43614	2.45202	2.46800	2.48409	2.50029	2.51659	2.53298	2.54952	2.56620	2.58297
14.0	2.60884	2.62717	2.64561	2.66419	2.68290	2.70175	2.72072	2.73983	2.75907	2.77844
15.0	2.79379	2.81482	2.83600	2.85735	2.87885	2.89956	2.92036	2.94136	2.96246	2.98366
16.0	2.99186	3.01489	3.03800	3.06121	3.08451	3.10794	3.13149	3.15515	3.17892	3.20279
17.0	3.20396	3.23131	3.25887	3.28664	3.31473	3.34313	3.37186	3.40093	3.43034	3.46009
18.0	3.31310	3.34621	3.37939	3.41267	3.44604	3.47951	3.51318	3.54705	3.58113	3.61541
19.0	3.47435	3.70941	3.74470	3.78053	3.81692	3.85390	3.89048	3.92766	3.96444	4.00182
20.0	3.93439	3.97439	4.01429	4.05403	4.09363	4.13315	4.17260	4.21200	4.25135	4.29065
21.0	4.21379	4.25826	4.30317	4.34859	4.39449	4.44091	4.48784	4.53528	4.58323	4.63169
22.0	4.51232	4.56243	4.61285	4.66378	4.71514	4.76703	4.81945	4.87240	4.92587	4.97986
23.0	4.83234	4.88832	4.94481	5.00200	5.05985	5.11837	5.17756	5.23744	5.29802	5.35930
24.0	5.17502	5.23149	5.30066	5.36954	5.43821	5.50667	5.57493	5.64300	5.71088	5.77857
25.0	5.54189	5.61160	5.68212	5.75345	5.82559	5.89752	5.96924	6.04076	6.11208	6.18320
26.0	5.93478	6.01243	6.09109	6.17073	6.25146	6.33328	6.41617	6.50014	6.58520	6.67135
27.0	6.35552	6.44189	6.52937	6.61811	6.70819	6.79962	6.89240	6.98652	7.08197	7.17876
28.0	6.80608	6.90203	6.99924	7.09771	7.19749	7.29858	7.40099	7.50472	7.60977	7.71614
29.0	7.28859	7.39504	7.50296	7.61233	7.72317	7.83548	7.94926	8.06451	8.18122	8.29939
30.0	7.80531	7.92326	8.04291	8.16435	8.28743	8.41307	8.54130	8.67222	8.80583	8.94214
35.0	10.99314	11.18720	11.38550	11.58850	11.79611	11.99433	12.20093	12.40593	12.60943	12.81153
40.0	15.48295	15.79570	16.11453	16.44003	16.77211	17.11090	17.45653	17.80914	18.16876	18.53549

TABLE B ONE-AMOUNT-INTEREST-COMPOUNDED-DAILY

TABLE B USE-AMOUNT-INTEREST-COMPOUNDED-DAILY

YEARS	9.00%	9.10%	9.20%	9.30%	9.40%	9.50%	9.60%	9.70%	9.80%	9.90%	10.00%	ANNUAL INTEREST RATE
1-5	1.04316	1.04334	1.04352	1.04370	1.04388	1.04406	1.04424	1.04442	1.04460	1.04478	1.04496	1.04514
1-6	1.04331	1.04349	1.04367	1.04385	1.04403	1.04421	1.04439	1.04457	1.04475	1.04493	1.04511	1.04529
1-7	1.04346	1.04364	1.04382	1.04400	1.04418	1.04436	1.04454	1.04472	1.04490	1.04508	1.04526	1.04544
1-8	1.04361	1.04379	1.04397	1.04415	1.04433	1.04451	1.04469	1.04487	1.04505	1.04523	1.04541	1.04559
1-9	1.04376	1.04394	1.04412	1.04430	1.04448	1.04466	1.04484	1.04502	1.04520	1.04538	1.04556	1.04574
1-10	1.04391	1.04409	1.04427	1.04445	1.04463	1.04481	1.04499	1.04517	1.04535	1.04553	1.04571	1.04589
1-11	1.04406	1.04424	1.04442	1.04460	1.04478	1.04496	1.04514	1.04532	1.04550	1.04568	1.04586	1.04604
1-12	1.04421	1.04439	1.04457	1.04475	1.04493	1.04511	1.04529	1.04547	1.04565	1.04583	1.04601	1.04619
1-13	1.04436	1.04454	1.04472	1.04490	1.04508	1.04526	1.04544	1.04562	1.04580	1.04598	1.04616	1.04634
1-14	1.04451	1.04469	1.04487	1.04505	1.04523	1.04541	1.04559	1.04577	1.04595	1.04613	1.04631	1.04649
1-15	1.04466	1.04484	1.04502	1.04520	1.04538	1.04556	1.04574	1.04592	1.04610	1.04628	1.04646	1.04664
1-16	1.04481	1.04499	1.04517	1.04535	1.04553	1.04571	1.04589	1.04607	1.04625	1.04643	1.04661	1.04679
1-17	1.04496	1.04514	1.04532	1.04550	1.04568	1.04586	1.04604	1.04622	1.04640	1.04658	1.04676	1.04694
1-18	1.04511	1.04529	1.04547	1.04565	1.04583	1.04601	1.04619	1.04637	1.04655	1.04673	1.04691	1.04709
1-19	1.04526	1.04544	1.04562	1.04580	1.04598	1.04616	1.04634	1.04652	1.04670	1.04688	1.04706	1.04724
1-20	1.04541	1.04559	1.04577	1.04595	1.04613	1.04631	1.04649	1.04667	1.04685	1.04703	1.04721	1.04739
1-21	1.04556	1.04574	1.04592	1.04610	1.04628	1.04646	1.04664	1.04682	1.04700	1.04718	1.04736	1.04754
1-22	1.04571	1.04589	1.04607	1.04625	1.04643	1.04661	1.04679	1.04697	1.04715	1.04733	1.04751	1.04769
1-23	1.04586	1.04604	1.04622	1.04640	1.04658	1.04676	1.04694	1.04712	1.04730	1.04748	1.04766	1.04784
1-24	1.04601	1.04619	1.04637	1.04655	1.04673	1.04691	1.04709	1.04727	1.04745	1.04763	1.04781	1.04799
1-25	1.04616	1.04634	1.04652	1.04670	1.04688	1.04706	1.04724	1.04742	1.04760	1.04778	1.04796	1.04814
1-26	1.04631	1.04649	1.04667	1.04685	1.04703	1.04721	1.04739	1.04757	1.04775	1.04793	1.04811	1.04829
1-27	1.04646	1.04664	1.04682	1.04700	1.04718	1.04736	1.04754	1.04772	1.04790	1.04808	1.04826	1.04844
1-28	1.04661	1.04679	1.04697	1.04715	1.04733	1.04751	1.04769	1.04787	1.04805	1.04823	1.04841	1.04859
1-29	1.04676	1.04694	1.04712	1.04730	1.04748	1.04766	1.04784	1.04802	1.04820	1.04838	1.04856	1.04874
1-30	1.04691	1.04709	1.04727	1.04745	1.04763	1.04781	1.04799	1.04817	1.04835	1.04853	1.04871	1.04889
1-31	1.04706	1.04724	1.04742	1.04760	1.04778	1.04796	1.04814	1.04832	1.04850	1.04868	1.04886	1.04904
1-32	1.04721	1.04739	1.04757	1.04775	1.04793	1.04811	1.04829	1.04847	1.04865	1.04883	1.04901	1.04919
1-33	1.04736	1.04754	1.04772	1.04790	1.04808	1.04826	1.04844	1.04862	1.04880	1.04898	1.04916	1.04934
1-34	1.04751	1.04769	1.04787	1.04805	1.04823	1.04841	1.04859	1.04877	1.04895	1.04913	1.04931	1.04949
1-35	1.04766	1.04784	1.04802	1.04820	1.04838	1.04856	1.04874	1.04892	1.04910	1.04928	1.04946	1.04964
1-36	1.04781	1.04799	1.04817	1.04835	1.04853	1.04871	1.04889	1.04907	1.04925	1.04943	1.04961	1.04979
1-37	1.04796	1.04814	1.04832	1.04850	1.04868	1.04886	1.04904	1.04922	1.04940	1.04958	1.04976	1.04994
1-38	1.04811	1.04829	1.04847	1.04865	1.04883	1.04901	1.04919	1.04937	1.04955	1.04973	1.04991	1.05009
1-39	1.04826	1.04844	1.04862	1.04880	1.04898	1.04916	1.04934	1.04952	1.04970	1.04988	1.05006	1.05024
1-40	1.04841	1.04859	1.04877	1.04895	1.04913	1.04931	1.04949	1.04967	1.04985	1.05003	1.05021	1.05039
1-41	1.04856	1.04874	1.04892	1.04910	1.04928	1.04946	1.04964	1.04982	1.05000	1.05018	1.05036	1.05054
1-42	1.04871	1.04889	1.04907	1.04925	1.04943	1.04961	1.04979	1.04997	1.05015	1.05033	1.05051	1.05069
1-43	1.04886	1.04904	1.04922	1.04940	1.04958	1.04976	1.04994	1.05012	1.05030	1.05048	1.05066	1.05084
1-44	1.04901	1.04919	1.04937	1.04955	1.04973	1.04991	1.05009	1.05027	1.05045	1.05063	1.05081	1.05099
1-45	1.04916	1.04934	1.04952	1.04970	1.04988	1.05006	1.05024	1.05042	1.05060	1.05078	1.05096	1.05114
1-46	1.04931	1.04949	1.04967	1.04985	1.05003	1.05021	1.05039	1.05057	1.05075	1.05093	1.05111	1.05129
1-47	1.04946	1.04964	1.04982	1.05000	1.05018	1.05036	1.05054	1.05072	1.05090	1.05108	1.05126	1.05144
1-48	1.04961	1.04979	1.04997	1.05015	1.05033	1.05051	1.05069	1.05087	1.05105	1.05123	1.05141	1.05159
1-49	1.04976	1.04994	1.05012	1.05030	1.05048	1.05066	1.05084	1.05102	1.05120	1.05138	1.05156	1.05174
1-50	1.04991	1.05009	1.05027	1.05045	1.05063	1.05081	1.05099	1.05117	1.05135	1.05153	1.05171	1.05189
1-51	1.05006	1.05024	1.05042	1.05060	1.05078	1.05096	1.05114	1.05132	1.05150	1.05168	1.05186	1.05204
1-52	1.05021	1.05039	1.05057	1.05075	1.05093	1.05111	1.05129	1.05147	1.05165	1.05183	1.05201	1.05219
1-53	1.05036	1.05054	1.05072	1.05090	1.05108	1.05126	1.05144	1.05162	1.05180	1.05198	1.05216	1.05234
1-54	1.05051	1.05069	1.05087	1.05105	1.05123	1.05141	1.05159	1.05177	1.05195	1.05213	1.05231	1.05249
1-55	1.05066	1.05084	1.05102	1.05120	1.05138	1.05156	1.05174	1.05192	1.05210	1.05228	1.05246	1.05264
1-56	1.05081	1.05099	1.05117	1.05135	1.05153	1.05171	1.05189	1.05207	1.05225	1.05243	1.05261	1.05279
1-57	1.05096	1.05114	1.05132	1.05150	1.05168	1.05186	1.05204	1.05222	1.05240	1.05258	1.05276	1.05294
1-58	1.05111	1.05129	1.05147	1.05165	1.05183	1.05201	1.05219	1.05237	1.05255	1.05273	1.05291	1.05309
1-59	1.05126	1.05144	1.05162	1.05180	1.05198	1.05216	1.05234	1.05252	1.05270	1.05288	1.05306	1.05324
1-60	1.05141	1.05159	1.05177	1.05195	1.05213	1.05231	1.05249	1.05267	1.05285	1.05303	1.05321	1.05339
1-61	1.05156	1.05174	1.05192	1.05210	1.05228	1.05246	1.05264	1.05282	1.05300	1.05318	1.05336	1.05354
1-62	1.05171	1.05189	1.05207	1.05225	1.05243	1.05261	1.05279	1.05297	1.05315	1.05333	1.05351	1.05369
1-63	1.05186	1.05204	1.05222	1.05240	1.05258	1.05276	1.05294	1.05312	1.05330	1.05348	1.05366	1.05384
1-64	1.05201	1.05219	1.05237	1.05255	1.05273	1.05291	1.05309	1.05327	1.05345	1.05363	1.05381	1.05399
1-65	1.05216	1.05234	1.05252	1.05270	1.05288	1.05306	1.05324	1.05342	1.05360	1.05378	1.05396	1.05414
1-66	1.05231	1.05249	1.05267	1.05285	1.05303	1.05321	1.05339	1.05357	1.05375	1.05393	1.05411	1.05429
1-67	1.05246	1.05264	1.05282	1.05300	1.05318	1.05336	1.05354	1.05372	1.05390	1.05408	1.05426	1.05444
1-68	1.05261	1.05279	1.05297	1.05315	1.05333	1.05351	1.05369	1.05387	1.05405	1.05423	1.05441	1.05459
1-69	1.05276	1.05294	1.05312	1.05330	1.05348	1.05366	1.05384	1.05402	1.05420	1.05438	1.05456	1.05474
1-70	1.05291	1.05309	1.05327	1.05345	1.05363	1.05381	1.05399	1.05417	1.05435	1.05453	1.05471	1.05489
1-71	1.05306	1.05324	1.05342	1.05360	1.05378	1.05396	1.05414	1.05432	1.05450	1.05468	1.05486	1.05504
1-72	1.05321	1.05339	1.05357	1.05375	1.05393	1.05411	1.05429	1.05447	1.05465	1.05483	1.05501	1.05519
1-73	1.05336	1.05354	1.05372	1.05390	1.05408	1.05426	1.05444	1.05462	1.05480	1.05498	1.05516	1.05534
1-74	1.05351	1.05369	1.05387	1.05405	1.05423	1.05441	1.05459	1.05477	1.05495	1.05513	1.05531	1.05549
1-75	1.05366	1.05384	1.05402	1.05420	1.05438	1.05456	1.05474	1.05492	1.05510	1.05528	1.05546	1.05564
1-76	1.05381	1.05399	1.05417	1.05435	1.05453	1.05471	1.05489	1.05507	1.05525	1.05543	1.05561	1.05579
1-77	1.05396	1.05414	1.05432	1.05450	1.05468	1.05486	1.05504	1.05522	1.05540	1.05558	1.05576	1.05594
1-78	1.05411	1.05429	1.05447	1.05465	1.05483	1.05501	1.05519	1.05537	1.05555	1.05573	1.05591	1.05609
1-79	1.05426	1.05444	1.05462	1.05480	1.05498	1.05516	1.05534	1.05552	1.05570	1.05588	1.05606	1.05624
1-80	1.05441	1.05459	1.05477	1.05495	1.05513	1.05531	1.05549	1.05567	1.05585	1.05603	1.05621	1.05639
1-81	1.05456	1.05474	1.05492	1.05510	1.05528	1.05546	1.05564	1.05582	1.05600	1.05618	1.05636	1.05654

THE CONCEPT OF THE "GREAT WALL" OF CHINA

YEARS	4.45%	4.95%	5.45%	5.95%	6.45%	6.95%	7.45%	7.95%	8.45%	8.95%	9.45%	9.95%	10.45%	10.95%	11.45%	11.95%	12.45%	12.95%	13.45%	13.95%	14.45%	14.95%	15.45%	15.95%	16.45%	16.95%	17.45%	17.95%	18.45%	18.95%	19.45%	19.95%	20.45%	20.95%	21.45%	21.95%	22.45%	22.95%	23.45%	23.95%	24.45%	24.95%	25.45%	25.95%	26.45%	26.95%	27.45%	27.95%	28.45%	28.95%	29.45%	29.95%	30.45%	30.95%	31.45%	31.95%	32.45%	32.95%	33.45%	33.95%	34.45%	34.95%	35.45%	35.95%	36.45%	36.95%	37.45%	37.95%	38.45%	38.95%	39.45%	39.95%	40.45%	40.95%	41.45%	41.95%	42.45%	42.95%	43.45%	43.95%	44.45%	44.95%	45.45%	45.95%	46.45%	46.95%	47.45%	47.95%	48.45%	48.95%	49.45%	49.95%	50.45%	50.95%	51.45%	51.95%	52.45%	52.95%	53.45%	53.95%	54.45%	54.95%	55.45%	55.95%	56.45%	56.95%	57.45%	57.95%	58.45%	58.95%	59.45%	59.95%	60.45%	60.95%	61.45%	61.95%	62.45%	62.95%	63.45%	63.95%	64.45%	64.95%	65.45%	65.95%	66.45%	66.95%	67.45%	67.95%	68.45%	68.95%	69.45%	69.95%	70.45%	70.95%	71.45%	71.95%	72.45%	72.95%	73.45%	73.95%	74.45%	74.95%	75.45%	75.95%	76.45%	76.95%	77.45%	77.95%	78.45%	78.95%	79.45%	79.95%	80.45%	80.95%	81.45%	81.95%	82.45%	82.95%	83.45%	83.95%	84.45%	84.95%	85.45%	85.95%	86.45%	86.95%	87.45%	87.95%	88.45%	88.95%	89.45%	89.95%	90.45%	90.95%	91.45%	91.95%	92.45%	92.95%	93.45%	93.95%	94.45%	94.95%	95.45%	95.95%	96.45%	96.95%	97.45%	97.95%	98.45%	98.95%	99.45%	99.95%	100.45%	100.95%	101.45%	101.95%	102.45%	102.95%	103.45%	103.95%	104.45%	104.95%	105.45%	105.95%	106.45%	106.95%	107.45%	107.95%	108.45%	108.95%	109.45%	109.95%	110.45%	110.95%	111.45%	111.95%	112.45%	112.95%	113.45%	113.95%	114.45%	114.95%	115.45%	115.95%	116.45%	116.95%	117.45%	117.95%	118.45%	118.95%	119.45%	119.95%	120.45%	120.95%	121.45%	121.95%	122.45%	122.95%	123.45%	123.95%	124.45%	124.95%	125.45%	125.95%	126.45%	126.95%	127.45%	127.95%	128.45%	128.95%	129.45%	129.95%	130.45%	130.95%	131.45%	131.95%	132.45%	132.95%	133.45%	133.95%	134.45%	134.95%	135.45%	135.95%	136.45%	136.95%	137.45%	137.95%	138.45%	138.95%	139.45%	139.95%	140.45%	140.95%	141.45%	141.95%	142.45%	142.95%	143.45%	143.95%	144.45%	144.95%	145.45%	145.95%	146.45%	146.95%	147.45%	147.95%	148.45%	148.95%	149.45%	149.95%	150.45%	150.95%	151.45%	151.95%	152.45%	152.95%	153.45%	153.95%	154.45%	154.95%	155.45%	155.95%	156.45%	156.95%	157.45%	157.95%	158.45%	158.95%	159.45%	159.95%	160.45%	160.95%	161.45%	161.95%	162.45%	162.95%	163.45%	163.95%	164.45%	164.95%	165.45%	165.95%	166.45%	166.95%	167.45%	167.95%	168.45%	168.95%	169.45%	169.95%	170.45%	170.95%	171.45%	171.95%	172.45%	172.95%	173.45%	173.95%	174.45%	174.95%	175.45%	175.95%	176.45%	176.95%	177.45%	177.95%	178.45%	178.95%	179.45%	179.95%	180.45%	180.95%	181.45%	181.95%	182.45%	182.95%	183.45%	183.95%	184.45%	184.95%	185.45%	185.95%	186.45%	186.95%	187.45%	187.95%	188.45%	188.95%	189.45%	189.95%	190.45%	190.95%	191.45%	191.95%	192.45%	192.95%	193.45%	193.95%	194.45%	194.95%	195.45%	195.95%	196.45%	196.95%	197.45%	197.95%	198.45%	198.95%	199.45%	199.95%	200.45%	200.95%	201.45%	201.95%	202.45%	202.95%	203.45%	203.95%	204.45%	204.95%	205.45%	205.95%	206.45%	206.95%	207.45%	207.95%	208.45%	208.95%	209.45%	209.95%	210.45%	210.95%	211.45%	211.95%	212.45%	212.95%	213.45%	213.95%	214.45%	214.95%	215.45%	215.95%	216.45%	216.95%	217.45%	217.95%	218.45%	218.95%	219.45%	219.95%	220.45%	220.95%	221.45%	221.95%	222.45%	222.95%	223.45%	223.95%	224.45%	224.95%	225.45%	225.95%	226.45%	226.95%	227.45%	227.95%	228.45%	228.95%	229.45%	229.95%	230.45%	230.95%	231.45%	231.95%	232.45%	232.95%	233.45%	233.95%	234.45%	234.95%	235.45%	235.95%	236.45%	236.95%	237.45%	237.95%	238.45%	238.95%	239.45%	239.95%	240.45%	240.95%	241.45%	241.95%	242.45%	242.95%	243.45%	243.95%	244.45%	244.95%	245.45%	245.95%	246.45%	246.95%	247.45%	247.95%	248.45%	248.95%	249.45%	249.95%	250.45%	250.95%	251.45%	251.95%	252.45%	252.95%	253.45%	253.95%	254.45%	254.95%	255.45%	255.95%	256.45%	256.95%	257.45%	257.95%	258.45%	258.95%	259.45%	259.95%	260.45%	260.95%	261.45%	261.95%	262.45%	262.95%	263.45%	263.95%	264.45%	264.95%	265.45%	265.95%	266.45%	266.95%	267.45%	267.95%	268.45%	268.95%	269.45%	269.95%	270.45%	270.95%	271.45%	271.95%	272.45%	272.95%	273.45%	273.95%	274.45%	274.95%	275.45%	275.95%	276.45%	276.95%	277.45%	277.95%	278.45%	278.95%	279.45%	279.95%	280.45%	280.95%	281.45%	281.95%	282.45%	282.95%	283.45%	283.95%	284.45%	284.95%	285.45%	285.95%	286.45%	286.95%	287.45%	287.95%	288.45%	288.95%	289.45%	289.95%	290.45%	290.95%	291.45%	291.95%	292.45%	292.95%	293.45%	293.95%	294.45%	294.95%	295.45%	295.95%	296.45%	296.95%	297.45%	297.95%	298.45%	298.95%	299.45%	299.95%	300.45%	300.95%	301.45%	301.95%	302.45%	302.95%	303.45%	303.95%	304.45%	304.95%	305.45%	305.95%	306.45%	306.95%	307.45%	307.95%	308.45%	308.95%	309.45%	309.95%	310.45%	310.95%	311.45%	311.95%	312.45%	312.95%	313.45%	313.95%	314.45%	314.95%	315.45%	315.95%	316.45%	316.95%	317.45%	317.95%	318.45%	318.95%	319.45%	319.95%	320.45%	320.95%	321.45%	321.95%	322.45%	322.95%	323.45%	323.95%	324.45%	324.95%	325.45%	325.95%	326.45%	326.95%	327.45%	327.95%	328.45%	328.95%	329.45%	329.95%	330.45%	330.95%	331.45%	331.95%	332.45%	332.95%	333.45%	333.95%	334.45%	334.95%	335.45%	335.95%	336.45%	336.95%	337.45%	337.95%	338.45%	338.95%	339.45%	339.95%	340.45%	340.95%	341.45%	341.95%	342.45%	342.95%	343.45%	343.95%	344.45%	344.95%	345.45%	345.95%	346.45%	346.95%	347.45%	347.95%	348.45%	348.95%	349.45%	349.95%	350.45%	350.95%	351.45%	351.95%	352.45%	352.95%	353.45%	353.95%	354.45%	354.95%	355.45%	355.95%	356.45%	356.95%	357.45%	357.95%	358.45%	358.95%	359.45%	359.95%	360.45%	360.95%	361.45%	361.95%	362.45%	362.95%	363.45%	363.95%	364.45%	364.95%	365.45%	365.95%	366.45%	366.95%	367.45%	367.95%	368.45%	368.95%	369.45%	369.95%	370.45%	370.95%	371.45%	371.95%	372.45%	372.95%	373.45%	373.95%	374.45%	374.95%	375.45%	375.95%	376.45%	376.95%	377.45%	377.95%	378.45%	378.95%	379.45%	379.95%	380.45%	380.95%	381.45%	381.95%	382.45%	382.95%	383.45%	383.95%	384.45%	384.95%	385.45%	385.95%	386.45%	386.95%	387.45%	387.95%	388.45%	388.95%	389.45%	389.95%	390.45%	390.95%	391.45%	391.95%	392.45%	392.95%	393.45%	393.95%	394.45%	394.95%	395.45%	395.95%	396.45%	396.95%	397.45%	397.95%	398.45%	398.95%	399.45%	399.95%	400.45%	400.95%	401.45%	401.95%	402.45%	402.95%	403.45%	403.95%	404.45%	404.95%	405.45%	405.95%	406.45%	406.95%	407.45%	407.95%	408.45%	408.95%	409.45%	409.95%	410.45%	410.95%	411.45%	411.95%	412.45%	412.95%	413.45%	413.95%	414.45%	414.95%	415.45%	415.95%	416.45%	416.95%	417.45%	417.95%	418.45%	418.95%	419.45%	419.95%	420.45%	420.95%	421.45%	421.95%	422.45%	422.95%	423.45%	423.95%	424.45%	424.95%	425.45%	425.95%	426.45%	426.95%	427.45%	427.95%	428.45%	428.95%	429.45%	429.95%	430.45%	430.95%	431.45%	431.95%	432.45%	432.95%	433.45%	433.95%	434.45%	434.95%	435.45%	435.95%	436.45%	436.95%	437.45%	437.95%	438.45%	438.95%	439.45%	439.95%	440.45%	440.95%	441.45%	441.95%	442.45%	442.95%	443.45%	443.95%	444.45%	444.95%	445.45%	445.95%	446.45%	446.95%	447.45%	447.95%	448.45%	448.95%	449.45%	449.95%	450.45%	450.95%	451.45%	451.95%	452.45%	452.95%	453.45%	453.95%	454.45%	454.95%	455.45%	455.95%	456.45%	456.95%	457.45%	457.95%	458.45%	458.95%	459.45%	459.95%	460.45%	460.95%	461.45%	461.95%	462.45%	462.95%	463.45%	463.95%	464.45%	464.95%	465.45%	465.95%	466.45%	466.95%	467.45%	467.95%	468.45%	468.95%	469.45%	469.95%	470.45%	470.95%	471.45%	471.95%	472.45%	472.95%	473.45%	473.95%	474.45%	474.95%	475.45%	475.95%	476.45%	476.95%	477.45%	477.95%	478.45%	478.95%	479.45%	479.95%	480.45%	480.95%	481.45%	481.95%	482.45%	482.95%	483.45%	483.95%	484.45%	484.95%	485.45%	485.95%	486.45%	486.95%	487.45%	487.95%	488.45%	488.95%	489.45%	489.95%	490.45%	490.95%	491.45%	491.95%	492.45%	492.95%	493.45%	493.95%	494.45%	494.95%	495.45%	495.95%	496.45%	496.95%	497.45%	497.95%	498.45%	498.95%	499.45%	499.95%	500.45%	500.95%	501.45%	501.95%	502.45%	502.95%	503.45%	503.95%	504.45%	504.95%	505.45%	505.95%	506.45%	506.95%	507.45%	507.95%	508.45%	508.95%	509.45%	509.95%	510.45%	510.95%	511.45%	511.95%	512.45%	512.95%	513.45%	513.95%	514.45%	514.95%	515.45%	515.95%	516.45%	516.95%	517.45%	517.95%	518.45%	518.95%	519.45%	519.95%	520.45%	520.95%	521.45%	521.95%	522.45%	522.95%	523.45%	523.95%	524.45%	524.95%	525.45%	525.95%	526.45%	526.95%	527.45%	527.95%	528.45%	528.95%	529.45%	529.95%	530.45%	530.95%	531.45%	531.95%	532.45%	532.95%	533.45%	533.95%	534.45%	534.95%	535.45%	535.95%	536.45%	536.95%	537.45%	537.95%	538.45%	538.95%	539.45%	539.95%	540.45%	540.95%	541.45%	541.95%	542.45%	542.95%	543.45%	543.95%	544.45%	544.95%	545.45%	545.95%	546.45%	546.95%	547.45%	547.95%	548.45%	548.95%	549.45%	549.95%	550.45%	550.95%	551.45%	551.95%	552.45%	552.95%	553.45%	553.95%	554.45%	554.95%	555.45%	555.95%	556.45%	556.95%	557.45%	557.95%	558.45%	558.95%	559.45%	559.95%	560.45%	560.95%	561.45%	561.95%	562.45%	562.95%	563.45%	563.95%	564.45%	564.95%	565.45%	565.95%	566.45%	566.95%	567.45%	567.95%	568.45%	568.95%	569.45%	569.95%	570.45%	570.95%	571.45%	571.95%	572.45%	572.95%	573.45%	573.95%	574.45%	574.95%	575.45%	57
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YEARS	6.45%	6.50%	6.55%	6.60%	6.65%	6.70%	6.75%	6.80%
1-5	6.0814	6.0820	6.0826	6.0833	6.0840	6.0846	6.0852	6.0858
1-0	12.3621	12.3650	12.3678	12.3707	12.3736	12.3764	12.3793	12.3822
1-5	18.8486	18.8558	18.8622	18.8694	18.8766	18.8838	18.8910	18.8982
2-0	25.5478	25.5608	25.5738	25.5868	25.5998	25.6128	25.6258	25.6388
2-5	32.4665	32.4868	32.5068	32.5270	32.5472	32.5675	32.5877	32.6080
3-0	39.4119	39.4417	39.4716	39.5015	39.5314	39.5614	39.5914	39.6214
4-0	46.4129	46.4678	46.5227	46.5776	46.6325	46.6874	46.7423	46.7972
5-0	53.4139	53.4898	53.5657	53.6416	53.7175	53.7934	53.8693	53.9452
6-0	60.4149	60.5018	60.5887	60.6756	60.7625	60.8494	60.9363	61.0232
7-0	67.4159	67.5138	67.6117	67.7096	67.8075	67.9054	68.0033	68.1012
8-0	74.4169	74.5258	74.6347	74.7436	74.8525	74.9614	75.0703	75.1792
9-0	81.4179	81.5378	81.6577	81.7776	81.8975	82.0174	82.1373	82.2572
10-0	88.4189	88.5488	88.6787	88.8086	88.9385	89.0684	89.1983	89.3282
11-0	95.4199	95.5598	95.6997	95.8396	95.9795	96.1194	96.2593	96.3992
12-0	102.4209	102.5708	102.7207	102.8706	103.0205	103.1704	103.3203	103.4702
13-0	109.4219	109.5818	109.7417	109.9016	110.0615	110.2214	110.3813	110.5412
14-0	116.4229	116.5928	116.7627	116.9326	117.1025	117.2724	117.4423	117.6122
15-0	123.4239	123.5938	123.7637	123.9336	124.1035	124.2734	124.4433	124.6132
16-0	130.4249	130.5948	130.7647	130.9346	131.1045	131.2744	131.4443	131.6142
17-0	137.4259	137.5958	137.7657	137.9356	138.1055	138.2754	138.4453	138.6152
18-0	144.4269	144.5968	144.7667	144.9366	145.1065	145.2764	145.4463	145.6162
19-0	151.4279	151.5978	151.7677	151.9376	152.1075	152.2774	152.4473	152.6172
20-0	158.4289	158.5988	158.7687	158.9386	159.1085	159.2784	159.4483	159.6182
21-0	165.4299	165.5998	165.7697	165.9396	166.1095	166.2794	166.4493	166.6192
22-0	172.4309	172.6008	172.7707	172.9406	173.1105	173.2804	173.4503	173.6202
23-0	179.4319	179.6018	179.7717	179.9416	180.1115	180.2814	180.4513	180.6212
24-0	186.4329	186.6028	186.7727	186.9426	187.1125	187.2824	187.4523	187.6222
25-0	193.4339	193.6038	193.7737	193.9436	194.1135	194.2834	194.4533	194.6232
26-0	200.4349	200.6048	200.7747	200.9446	201.1145	201.2844	201.4543	201.6242
27-0	207.4359	207.6058	207.7757	207.9456	208.1155	208.2854	208.4553	208.6252
28-0	214.4369	214.6068	214.7767	214.9466	215.1165	215.2864	215.4563	215.6262
29-0	221.4379	221.6078	221.7777	221.9476	222.1175	222.2874	222.4573	222.6272
30-0	228.4389	228.6088	228.7787	228.9486	229.1185	229.2884	229.4583	229.6282
31-0	235.4399	235.6098	235.7797	235.9496	236.1195	236.2894	236.4593	236.6292
32-0	242.4409	242.6108	242.7807	242.9506	243.1205	243.2904	243.4603	243.6302
33-0	249.4419	249.6118	249.7817	249.9516	250.1215	250.2914	250.4613	250.6312
34-0	256.4429	256.6128	256.7827	256.9526	257.1225	257.2924	257.4623	257.6322
35-0	263.4439	263.6138	263.7837	263.9536	264.1235	264.2934	264.4633	264.6332
36-0	270.4449	270.6148	270.7847	270.9546	271.1245	271.2944	271.4643	271.6342
37-0	277.4459	277.6158	277.7857	277.9556	278.1255	278.2954	278.4653	278.6352
38-0	284.4469	284.6168	284.7867	284.9566	285.1265	285.2964	285.4663	285.6362
39-0	291.4479	291.6178	291.7877	291.9576	292.1275	292.2974	292.4673	292.6372
40-0	298.4489	298.6188	298.7887	298.9586	299.1285	299.2984	299.4683	299.6382

YEARS	6.85%	6.90%	6.95%	7.00%	7.05%	7.10%	7.15%	7.20%
1-5	6.0865	6.0871	6.0877	6.0884	6.0890	6.0897	6.0903	6.0909
1-0	12.3879	12.3908	12.3937	12.3966	12.3995	12.4024	12.4053	12.4082
1-5	18.9013	18.9099	18.9187	18.9275	18.9363	18.9451	18.9539	18.9627
2-0	25.6462	25.6731	25.6999	25.7268	25.7536	25.7805	25.8073	25.8342
2-5	32.6282	32.6688	32.7095	32.7502	32.7909	32.8316	32.8723	32.9130
3-0	39.6515	39.7117	39.7719	39.8321	39.8923	39.9525	40.0127	40.0729
4-0	46.6618	46.7418	46.8218	46.9018	46.9818	47.0618	47.1418	47.2218
5-0	53.6718	53.7618	53.8518	53.9418	54.0318	54.1218	54.2118	54.3018
6-0	60.6818	60.7818	60.8818	60.9818	61.0818	61.1818	61.2818	61.3818
7-0	67.6918	67.7918	67.8918	67.9918	68.0918	68.1918	68.2918	68.3918
8-0	74.7018	74.8018	74.9018	75.0018	75.1018	75.2018	75.3018	75.4018
9-0	81.7118	81.8118	81.9118	82.0118	82.1118	82.2118	82.3118	82.4118
10-0	88.7218	88.8218	88.9218	89.0218	89.1218	89.2218	89.3218	89.4218
11-0	95.7318	95.8318	95.9318	96.0318	96.1318	96.2318	96.3318	96.4318
12-0	102.7418	102.8418	102.9418	103.0418	103.1418	103.2418	103.3418	103.4418
13-0	109.7518	109.8518	109.9518	110.0518	110.1518	110.2518	110.3518	110.4518
14-0	116.7618	116.8618	116.9618	117.0618	117.1618	117.2618	117.3618	117.4618
15-0	123.7718	123.8718	123.9718	124.0718	124.1718	124.2718	124.3718	124.4718
16-0	130.7818	130.8818	130.9818	131.0818	131.1818	131.2818	131.3818	131.4818
17-0	137.7918	137.8918	137.9918	138.0918	138.1918	138.2918	138.3918	138.4918
18-0	144.8018	144.9018	145.0018	145.1018	145.2018	145.3018	145.4018	145.5018
19-0	151.8118	151.9118	152.0118	152.1118	152.2118	152.3118	152.4118	152.5118
20-0	158.8218	158.9218	159.0218	159.1218	159.2218	159.3218	159.4218	159.5218
21-0	165.8318	165.9318	166.0318	166.1318	166.2318	166.3318	166.4318	166.5318
22-0	172.8418	172.9418	173.0418	173.1418	173.2418	173.3418	173.4418	173.5418
23-0	179.8518	179.9518	180.0518	180.1518	180.2518	180.3518	180.4518	180.5518
24-0	186.8618	186.9618	187.0618	187.1618	187.2618	187.3618	187.4618	187.5618
25-0	193.8718	193.9718	194.0718	194.1718	194.2718	194.3718	194.4718	194.5718
26-0	200.8818	200.9818	201.0818	201.1818	201.2818	201.3818	201.4818	201.5818
27-0	207.8918	207.9918	208.0918	208.1918	208.2918	208.3918	208.4918	208.5918
28-0	214.9018	215.0018	215.1018	215.2018	215.3018	215.4018	215.5018	215.6018
29-0	221.9118	222.0118	222.1118	222.2118	222.3118	222.4118	222.5118	222.6118
30-0	228.9218	229.0218	229.1218	229.2218	229.3218	229.4218	229.5218	229.6218
31-0	235.9318	236.0318	236.1318	236.2318	236.3318	236.4318	236.5318	236.6318
32-0	242.9418	243.0418	243.1418	243.2418	243.3418	243.4418	243.5418	243.6418
33-0	249.9518	250.0518	250.1518	250.2518	250.3518	250.4518	250.5518	250.6518
34-0	256.9618	257.0618	257.1618	257.2618	257.3618	257.4618	257.5618	257.6618
35-0	263.9718	264.0718	264.1718	264.2718	264.3718	264.4718	264.5718	264.6718
36-0	270.9818	271.0818	271.1818	271.2818	271.3818	271.4818	271.5818	271.6818
37-0	277.9918	278.0918	278.1918	278.2918	278.3918	278.4918	278.5918	278.6918
38-0	285.0018	285.1018	285.2018	285.3018	285.4018	285.5018	285.6018	285.7018
39-0	292.0118	292.1118	292.2118	292.3118	292.4118	292.5118	292.6118	292.7118
40-0	299.0218	299.1218	299.2218	299.3218	299.4218	299.5218	299.6218	299.7218

YEARS	8.05	8.10	8.15	8.20	8.25	8.30	8.35	8.40	8.45	8.50	8.55	8.60	8.65	8.70	8.75	8.80	8.85	8.90	8.95	9.00	9.05	9.10	9.15	9.20	9.25	9.30	9.35	9.40	9.45	9.50	9.55	9.60		
5	6.1018	6.1024	6.1031	6.1038	6.1045	6.1052	6.1059	6.1066	6.1073	6.1080	6.1087	6.1094	6.1101	6.1108	6.1115	6.1122	6.1129	6.1136	6.1143	6.1150	6.1157	6.1164	6.1171	6.1178	6.1185	6.1192	6.1199	6.1206	6.1213	6.1220	6.1227	6.1234		
10	12.5428	12.5471	12.5514	12.5557	12.5600	12.5643	12.5686	12.5729	12.5772	12.5815	12.5858	12.5901	12.5944	12.5987	12.6030	12.6073	12.6116	12.6159	12.6202	12.6245	12.6288	12.6331	12.6374	12.6417	12.6460	12.6503	12.6546	12.6589	12.6632	12.6675	12.6718	12.6761	12.6804	
15	19.0678	19.0744	19.0810	19.0876	19.0942	19.1008	19.1074	19.1140	19.1206	19.1272	19.1338	19.1404	19.1470	19.1536	19.1602	19.1668	19.1734	19.1800	19.1866	19.1932	19.1998	19.2064	19.2130	19.2196	19.2262	19.2328	19.2394	19.2460	19.2526	19.2592	19.2658	19.2724	19.2790	
20	25.9524	25.9622	25.9720	25.9818	25.9916	25.9998	26.0080	26.0162	26.0244	26.0326	26.0408	26.0490	26.0572	26.0654	26.0736	26.0818	26.0900	26.0982	26.1064	26.1146	26.1228	26.1310	26.1392	26.1474	26.1556	26.1638	26.1720	26.1802	26.1884	26.1966	26.2048	26.2130	26.2212	
25	33.1208	33.1407	33.1614	33.1822	33.2029	33.2237	33.2445	33.2653	33.2861	33.3069	33.3277	33.3485	33.3693	33.3901	33.4109	33.4317	33.4525	33.4733	33.4941	33.5149	33.5357	33.5565	33.5773	33.5981	33.6189	33.6397	33.6605	33.6813	33.7021	33.7229	33.7437	33.7645	33.7853	
30	40.5819	40.6127	40.6436	40.6745	40.7054	40.7363	40.7673	40.7982	40.8291	40.8600	40.8909	40.9218	40.9527	40.9836	41.0145	41.0454	41.0763	41.1072	41.1381	41.1690	41.1999	41.2308	41.2617	41.2926	41.3235	41.3544	41.3853	41.4162	41.4471	41.4780	41.5089	41.5398	41.5707	
35	48.3748	48.4156	48.4564	48.4972	48.5380	48.5788	48.6196	48.6604	48.7012	48.7420	48.7828	48.8236	48.8644	48.9052	48.9460	48.9868	49.0276	49.0684	49.1092	49.1500	49.1908	49.2316	49.2724	49.3132	49.3540	49.3948	49.4356	49.4764	49.5172	49.5580	49.5988	49.6396	49.6804	
40	56.8233	56.8741	56.9249	56.9757	57.0265	57.0773	57.1281	57.1789	57.2297	57.2805	57.3313	57.3821	57.4329	57.4837	57.5345	57.5853	57.6361	57.6869	57.7377	57.7885	57.8393	57.8901	57.9409	57.9917	58.0425	58.0933	58.1441	58.1949	58.2457	58.2965	58.3473	58.3981	58.4489	58.4997
45	65.8233	65.8841	65.9449	66.0057	66.0665	66.1273	66.1881	66.2489	66.3097	66.3705	66.4313	66.4921	66.5529	66.6137	66.6745	66.7353	66.7961	66.8569	66.9177	66.9785	67.0393	67.0999	67.1607	67.2215	67.2823	67.3431	67.4039	67.4647	67.5255	67.5863	67.6471	67.7079	67.7687	67.8295
50	75.8233	75.8941	75.9649	76.0357	76.1065	76.1773	76.2481	76.3189	76.3897	76.4605	76.5313	76.6021	76.6729	76.7437	76.8145	76.8853	76.9561	77.0269	77.0977	77.1685	77.2393	77.3099	77.3807	77.4515	77.5223	77.5931	77.6639	77.7347	77.8055	77.8763	77.9471	78.0179	78.0887	78.1595
55	86.8233	86.9041	86.9849	87.0657	87.1465	87.2273	87.3081	87.3889	87.4697	87.5505	87.6313	87.7121	87.7929	87.8737	87.9545	88.0353	88.1161	88.1969	88.2777	88.3585	88.4393	88.5201	88.6009	88.6817	88.7625	88.8433	88.9241	89.0049	89.0857	89.1665	89.2473	89.3281	89.4089	89.4897
60	98.8233	98.9141	99.0049	99.0957	99.1865	99.2773	99.3681	99.4589	99.5497	99.6405	99.7313	99.8221	99.9129	100.0037	100.0945	100.1853	100.2761	100.3669	100.4577	100.5485	100.6393	100.7301	100.8209	100.9117	101.0025	101.0933	101.1841	101.2749	101.3657	101.4565	101.5473	101.6381	101.7289	101.8197
65	111.8233	111.9241	112.0249	112.1257	112.2265	112.3273	112.4281	112.5289	112.6297	112.7305	112.8313	112.9321	113.0329	113.1337	113.2345	113.3353	113.4361	113.5369	113.6377	113.7385	113.8393	113.9401	114.0409	114.1417	114.2425	114.3433	114.4441	114.5449	114.6457	114.7465	114.8473	114.9481	115.0489	115.1497
70	125.8233	125.9341	126.0449	126.1557	126.2665	126.3773	126.4881	126.5989	126.7097	126.8205	126.9313	127.0421	127.1529	127.2637	127.3745	127.4853	127.5961	127.7069	127.8177	127.9285	128.0393	128.1501	128.2609	128.3717	128.4825	128.5933	128.7041	128.8149	128.9257	129.0365	129.1473	129.2581	129.3689	129.4797
75	140.8233	140.9441	141.0649	141.1857	141.3065	141.4273	141.5481	141.6689	141.7897	141.9105	142.0313	142.1521	142.2729	142.3937	142.5145	142.6353	142.7561	142.8769	142.9977	143.1185	143.2393	143.3601	143.4809	143.6017	143.7225	143.8433	143.9641	144.0849	144.2057	144.3265	144.4473	144.5681	144.6889	144.8097
80	156.8233	156.9541	157.0849	157.2157	157.3465	157.4773	157.6081	157.7389	157.8697	157.9999	158.1307	158.2615	158.3923	158.5231	158.6539	158.7847	158.9155	159.0463	159.1771	159.3079	159.4387	159.5695	159.6999	159.8307	159.9615	160.0923	160.2231	160.3539	160.4847	160.6155	160.7463	160.8771	161.0079	161.1387
85	173.8233	173.9641	174.1049	174.2457	174.3865	174.5273	174.6681	174.8089	174.9497	175.0905	175.2313	175.3721	175.5129	175.6537	175.7945	175.9353	176.0761	176.2169	176.3577	176.4985	176.6393	176.7801	176.9209	177.0617	177.2025	177.3433	177.4841	177.6249	177.7657	177.9065	178.0473	178.1881	178.3289	178.4697
90	191.8233	191.9741	192.1249	192.2757	192.4265	192.5773	192.7281	192.8789	193.0297	193.1805	193.3313	193.4821	193.6329	193.7837	193.9345	194.0853	194.2361	194.3869	194.5377	194.6885	194.8393	194.9901	195.1409	195.2917	195.4425	195.5933	195.7441	195.8949	196.0457	196.1965	196.3473	196.4981	196.6489	196.7997
95	210.8233	210.9841	211.1449	211.3057	211.4665	211.6273	211.7881	211.9489	212.1097	212.2705	212.4313	212.5921	212.7529	212.9137	213.0745	213.2353	213.3961	213.5569	213.7177	213.8785	214.0393	214.1999	214.3607	214.5215	214.6823	214.8431	215.0039	215.1647	215.3255	215.4863	215.6471	215.8079	215.9687	216.1295
100	232.8233	232.9941	233.1649	233.3357	233.5065	233.6773	233.8481	234.0189	234.1897	234.3605	234.5313	234.7021	234.8729	235.0437	235.2145	235.3853	235.5561	235.7269	235.8977	236.0685	236.2393	236.4101	236.5809	236.7517	236.9225	237.0933	237.2641	237.4349	237.6057	237.7765	237.9473	238.1181	238.2889	238.4597

TABLE F MONTHLY-DEPOSITS-INTEREST-COMPOUNDED-DAILY

YEARS	8.45	8.50	8.55	8.60	8.65	8.70	8.75	8.80	8.85	8.90	8.95	9.00	9.05	9.10	9.15	9.20	9.25	9.30	9.35	9.40	9.45	9.50	9.55	9.60
5	6.1069	6.1076	6.1082	6.1089	6.1095	6.1101	6.1108	6.1114	6.1121	6.1127	6.1134	6.1140	6.1147	6.1153	6.1160	6.1166	6.1173	6.1179	6.1186	6.1192	6.1199	6.1205	6.1211	6.1217
10	12.4774	12.4832	12.4892	12.4951	12.5011	12.5071	12.5131	12.5191	12.5251	12.5311	12.5371	12.5431	12.5491	12.5551	12.5611	12.5671	12.5731	12.5791	12.5851	12.5911	12.5971	12.6031	12.6091	12.6151
15	19.1228	19.1376	19.1524	19.1672	19.1820	19.1968	19.2116	19.2264	19.2412	19.2560	19.2708	19.2856	19.3004	19.3152	19.3300	19.3448	19.3596	19.3744	19.3892	19.4040	19.4188	19.4336	19.4484	19.4632
20	26.0599	26.0747	26.0895	26.1043	26.1191	26.1339	26.1487	26.1635	26.1783	26.1931	26.2079	26.2227	26.2375	26.2523	26.2671	26.2819	26.2967	26.3115	26.3263	26.3411	26.3559	26.3707	26.3855	26.4003
25	33.2861	33.3009	33.3157	33.3305	33.3453	33.3601	33.3749	33.3897	33.4045	33.4193	33.4341	33.4489	33.4637	33.4785	33.4933	33.5081	33.5229	33.5377	33.5525	33.5673	33.5821	33.5969	33.6117	33.6265
30	40.8294	40.8605	40.8916	40.9227	40.9538	40.9849	41.0160	41.0471	41.0782	41.1093	41.1404	41.1715	41.2026	41.2337	41.2648	41.2959	41.3270	41.3581	41.3892	41.4203	41.4514	41.4825	41.5136	41.5447
35	48.9063	49.0063	49.1063	49.2063	49.3063	49.4063	49.5063	49.6063	49.7063	49.8063	49.9063	50.0063	50.1063	50.2063	50.3063	50.4063	50.5063	50.6063	50.7063	50.8063	50.9063	51.0063	51.1063	51.2063
40	56.9063	57.0063	57.1063	57.2063	57.3063	57.4063	57.5063	57.6063	57.7063	57.8063	57.9063	58.0063	58.1063	58.2063	58.3063	58.4063	58.5063	58.6063	58.7063	58.8063	58.9063	59.0063	59.1063	59.2063
45	64.9063	65.0063	65.1063	65.2063	65.3063	65.4063	65.5063	65.6063	65.7063	65.8063	65.9063	66.0063	66.1063	66.2063	66.3063	66.4063	66.5063	66.6063	66.7063	66.8063	66.9063	67.0063	67.1063	67.2063
50	72.9063	73.0063	73.1063	73.2063	73.3063	73.4063	73.5063	73.6063	73.7063	73.8063	73.9063	74.0063	74.1063	74.2063	74.3063	74.4063	74.5063	74.6063	74.7063	74.8063	74.9063	75.0063	75.1063	75.2063
55	80.9063	81.0063	81.1063	81.2063	81.3063	81.4063	81.5063	81.6063	81.7063	81.8063	81.9063	82.00												

YEARS	10-45	10-50	10-55	10-60	10-65	10-70	10-75	10-80
5	6-1327	6-1333	6-1340	6-1346	6-1352	6-1359	6-1365	6-1372
10	12-5943	12-5972	12-6002	12-6031	12-6060	12-6090	12-6119	12-6149
15	19-4024	19-4056	19-4166	19-4238	19-4307	19-4378	19-4459	19-4519
20	26-5757	26-5809	26-6021	26-6156	26-6284	26-6418	26-6551	26-6683
25	34-1337	34-1553	34-1769	34-1984	34-2201	34-2417	34-2633	34-2850
30	42-0971	42-1294	42-1618	42-1942	42-2267	42-2592	42-2917	42-3242
35	50-3279	50-3901	50-4525	50-5149	50-5773	50-6400	50-7026	50-7654
40	78-4565	78-5151	78-6676	78-7721	78-8776	78-9834	79-0893	79-1953
45	99-5919	99-8540	100-0189	100-1821	100-3466	100-5109	100-6758	100-8409
50	123-5056	123-5056	123-7657	123-9863	124-2275	124-4693	124-7117	124-9547
55	149-4368	149-7741	150-1125	150-4517	150-7918	151-1300	151-4752	151-8182
60	178-4899	178-9504	179-8708	180-8409	180-8075	181-2755	181-7459	181-7459
65	211-9721	211-9721	212-5901	213-2102	213-8327	214-4574	215-0842	215-0842
70	246-5480	247-3424	248-1150	248-9178	249-7727	250-5870	251-4055	252-2251
75	287-3284	287-3284	288-3610	289-3998	290-4433	291-4915	292-5441	293-6012
80	331-0411	331-0411	331-5927	332-6437	333-6938	334-7478	335-8053	336-8653
85	382-6917	382-6917	384-3452	386-0073	387-6783	389-3578	391-0468	392-7418
90	437-8659	437-8659	439-9199	441-9854	444-0629	446-1511	448-2516	449-3566
95	496-6628	496-6628	501-7004	504-2531	506-8137	509-3895	511-9805	514-5855
100	561-1834	564-2373	567-3112	570-4043	574-5172	578-6508	582-8038	587-9681
105	635-5852	639-2919	644-0241	648-7812	654-5693	660-3728	668-2078	676-0681
110	718-1825	722-0546	731-1600	731-6973	736-2675	740-8714	745-5083	750-1785
115	805-8761	815-2449	820-6558	826-1074	831-6009	837-1370	842-7154	848-3361
120	911-6680	918-0843	924-5529	931-0730	937-6459	944-2727	950-9529	957-6867
125	1024-6727	1032-3074	1040-0085	1047-7742	1055-6062	1063-5078	1071-4723	1079-5064
130	1150-1227	1159-1743	1168-3083	1177-5231	1186-8208	1196-2021	1205-6675	1215-2172
135	1289-3095	1300-0844	1310-8813	1321-7785	1332-7782	1343-8822	1355-0903	1366-4040
140	1443-9948	1456-5924	1469-3154	1482-1623	1495-1357	1508-2377	1521-4684	1534-8278
145	1615-6283	1630-4274	1645-3751	1660-4777	1675-7357	1691-1518	1706-7261	1722-4585
150	1806-1651	1823-4991	1841-0212	1858-7296	1876-6280	1894-7198	1913-0054	1931-4864
155	2052-5672	2071-9456	2098-4320	2119-1468	2140-0929	2161-2740	2182-6519	2168-3483
160	2257-6083	2276-1290	2300-0305	2324-2077	2348-6658	2373-4099	2398-5444	2423-7634
165	2513-1876	2540-6796	2568-1066	2596-6675	2625-1687	2654-0162	2683-2120	2712-7596
170	2815-9615	2873-1420	2931-5496	2989-9873	3049-6715	3109-2178	3169-6348	3229-9342
175	3155-6324	3213-1034	3271-5056	3330-3564	3390-1963	3450-7950	3510-5068	3570-1640
180	3550-1640	3610-6034	3670-3564	3730-1963	3790-5068	3850-7950	3910-5068	3970-1640
185	3970-1640	4030-6034	4090-3564	4150-1963	4210-5068	4270-7950	4330-5068	4390-1640
190	4390-1640	4450-6034	4510-3564	4570-1963	4630-5068	4690-7950	4750-5068	4810-1640
195	4810-1640	4870-6034	4930-3564	4990-1963	5050-5068	5110-7950	5170-5068	5230-1640
200	5230-1640	5290-6034	5350-3564	5410-1963	5470-5068	5530-7950	5590-5068	5650-1640
205	5650-1640	5710-6034	5770-3564	5830-1963	5890-5068	5950-7950	6010-5068	6070-1640
210	6070-1640	6130-6034	6190-3564	6250-1963	6310-5068	6370-7950	6430-5068	6490-1640
215	6490-1640	6550-6034	6610-3564	6670-1963	6730-5068	6790-7950	6850-5068	6910-1640
220	6910-1640	6970-6034	7030-3564	7090-1963	7150-5068	7210-7950	7270-5068	7330-1640
225	7330-1640	7390-6034	7450-3564	7510-1963	7570-5068	7630-7950	7690-5068	7750-1640
230	7750-1640	7810-6034	7870-3564	7930-1963	7990-5068	8050-7950	8110-5068	8170-1640
235	8170-1640	8230-6034	8290-3564	8350-1963	8410-5068	8470-7950	8530-5068	8590-1640
240	8590-1640	8650-6034	8710-3564	8770-1963	8830-5068	8890-7950	8950-5068	9010-1640
245	9010-1640	9070-6034	9130-3564	9190-1963	9250-5068	9310-7950	9370-5068	9430-1640
250	9430-1640	9490-6034	9550-3564	9610-1963	9670-5068	9730-7950	9790-5068	9850-1640
255	9850-1640	9910-6034	9970-3564	10030-1963	10090-5068	10150-7950	10210-5068	10270-1640
260	10270-1640	10330-6034	10390-3564	10450-1963	10510-5068	10570-7950	10630-5068	10690-1640
265	10690-1640	10750-6034	10810-3564	10870-1963	10930-5068	10990-7950	11050-5068	11110-1640
270	11110-1640	11170-6034	11230-3564	11290-1963	11350-5068	11410-7950	11470-5068	11530-1640
275	11530-1640	11590-6034	11650-3564	11710-1963	11770-5068	11830-7950	11890-5068	11950-1640
280	11950-1640	12010-6034	12070-3564	12130-1963	12190-5068	12250-7950	12310-5068	12370-1640
285	12370-1640	12430-6034	12490-3564	12550-1963	12610-5068	12670-7950	12730-5068	12790-1640
290	12790-1640	12850-6034	12910-3564	12970-1963	13030-5068	13090-7950	13150-5068	13210-1640
295	13210-1640	13270-6034	13330-3564	13390-1963	13450-5068	13510-7950	13570-5068	13630-1640
300	13630-1640	13690-6034	13750-3564	13810-1963	13870-5068	13930-7950	13990-5068	14050-1640
305	14050-1640	14110-6034	14170-3564	14230-1963	14290-5068	14350-7950	14410-5068	14470-1640
310	14470-1640	14530-6034	14590-3564	14650-1963	14710-5068	14770-7950	14830-5068	14890-1640
315	14890-1640	14950-6034	15010-3564	15070-1963	15130-5068	15190-7950	15250-5068	15310-1640
320	15310-1640	15370-6034	15430-3564	15490-1963	15550-5068	15610-7950	15670-5068	15730-1640
325	15730-1640	15790-6034	15850-3564	15910-1963	15970-5068	16030-7950	16090-5068	16150-1640
330	16150-1640	16210-6034	16270-3564	16330-1963	16390-5068	16450-7950	16510-5068	16570-1640
335	16570-1640	16630-6034	16690-3564	16750-1963	16810-5068	16870-7950	16930-5068	16990-1640
340	16990-1640	17050-6034	17110-3564	17170-1963	17230-5068	17290-7950	17350-5068	17410-1640
345	17410-1640	17470-6034	17530-3564	17590-1963	17650-5068	17710-7950	17770-5068	17830-1640
350	17830-1640	17890-6034	17950-3564	18010-1963	18070-5068	18130-7950	18190-5068	18250-1640
355	18250-1640	18310-6034	18370-3564	18430-1963	18490-5068	18550-7950	18610-5068	18670-1640
360	18670-1640	18730-6034	18790-3564	18850-1963	18910-5068	18970-7950	19030-5068	19090-1640
365	19090-1640	19150-6034	19210-3564	19270-1963	19330-5068	19390-7950	19450-5068	19510-1640
370	19510-1640	19570-6034	19630-3564	19690-1963	19750-5068	19810-7950	19870-5068	19930-1640
375	19930-1640	19990-6034	20050-3564	20110-1963	20170-5068	20230-7950	20290-5068	20350-1640
380	20350-1640	20410-6034	20470-3564	20530-1963	20590-5068	20650-7950	20710-5068	20770-1640
385	20770-1640	20830-6034	20890-3564	20950-1963	21010-5068	21070-7950	21130-5068	21190-1640
390	21190-1640	21250-6034	21310-3564	21370-1963	21430-5068	21490-7950	21550-5068	21610-1640
395	21610-1640	21670-6034	21730-3564	21790-1963	21850-5068	21910-7950	21970-5068	22030-1640
400	22030-1640	22090-6034	22150-3564	22210-1963	22270-5068	22330-7950	22390-5068	22450-1640

* YEARS	10-85	10-90	10-95	ANNUAL INTEREST RATE				11-15	11-20
				11-00	11-05	11-10			
5	6.1378	6.1385	6.1396	6.1404	6.1411	6.1417	6.1424	6.1424	
10	12.6178	12.6208	12.6237	12.6267	12.6296	12.6326	12.6355	12.6385	
15	19.4590	19.4661	19.4732	19.4803	19.4873	19.4945	19.5016	19.5087	
20	26.6816	26.6948	26.7081	26.7213	26.7346	26.7479	26.7612	26.7745	
25	34.3067	34.3284	34.3501	34.3717	34.3934	34.4152	34.4370	34.4588	
30	42.3568	42.3894	42.4221	42.4546	42.4872	42.5200	42.5527	42.5856	
35	50.3282	50.3911	50.4541	50.5168	50.5795	50.6422	50.7049	50.7676	
40	58.3016	58.4081	58.5147	58.6212	58.7278	58.8343	58.9408	59.0473	
45	66.2750	66.4155	66.5560	66.6965	66.8370	66.9775	67.1180	67.2585	
50	74.2484	74.4239	74.6000	74.7761	74.9522	75.1283	75.3044	75.4805	
55	82.2218	82.4333	82.6458	82.8583	83.0708	83.2833	83.4958	83.7083	
60	90.1952	90.4427	90.6902	90.9377	91.1852	91.4327	91.6802	91.9277	
65	98.1686	98.4511	98.7336	99.0161	99.2986	99.5811	99.8636	100.1461	
70	106.1420	106.4695	106.7970	107.1245	107.4520	107.7795	108.1070	108.4345	
75	114.1154	114.4879	114.8604	115.2329	115.6054	115.9779	116.3504	116.7229	
80	122.0888	122.5073	122.9258	123.3443	123.7628	124.1813	124.5998	125.0183	
85	130.0622	130.5257	130.9892	131.4527	131.9162	132.3797	132.8432	133.3067	
90	138.0356	138.5441	139.0526	139.5611	140.0696	140.5781	141.0866	141.5951	
95	146.0090	146.5525	147.0960	147.6395	148.1830	148.7265	149.2700	149.8135	
100	153.9824	154.5709	155.1594	155.7479	156.3364	156.9249	157.5134	158.1019	
105	161.9558	162.5803	163.2048	163.8293	164.4538	165.0783	165.7028	166.3273	
110	169.9292	170.5907	171.2522	171.9137	172.5752	173.2367	173.8982	174.5597	
115	177.9026	178.6081	179.3136	180.0191	180.7246	181.4301	182.1356	182.8411	
120	185.8760	186.6265	187.3770	188.1275	188.8780	189.6285	190.3790	191.1295	
125	193.8494	194.6459	195.4424	196.2389	197.0354	197.8319	198.6284	199.4249	
130	201.8228	202.6553	203.4878	204.3203	205.1528	205.9853	206.8178	207.6503	
135	209.7962	210.6637	211.5312	212.3987	213.2662	214.1337	215.0012	215.8687	
140	217.7696	218.6821	219.5946	220.5071	221.4196	222.3321	223.2446	224.1571	
145	225.7430	226.6995	227.6560	228.6125	229.5690	230.5255	231.4820	232.4385	
150	233.7164	234.7159	235.7154	236.7149	237.7144	238.7139	239.7134	240.7129	
155	241.6898	242.7243	243.7588	244.7933	245.8278	246.8623	247.8968	248.9313	
160	249.6632	250.7327	251.8022	252.8717	253.9412	255.0107	256.0802	257.1497	
165	257.6366	258.7411	259.8456	260.9501	262.0546	263.1591	264.2636	265.3681	
170	265.6100	266.7145	267.8190	268.9235	270.0280	271.1325	272.2370	273.3415	
175	273.5834	274.6879	275.7924	276.8969	278.0014	279.1059	280.2104	281.3149	
180	281.5568	282.6613	283.7658	284.8703	285.9748	287.0793	288.1838	289.2883	
185	289.5302	290.6347	291.7392	292.8437	293.9482	295.0527	296.1572	297.2617	
190	297.5036	298.6081	299.7126	300.8171	301.9216	303.0261	304.1306	305.2351	
195	305.4770	306.5815	307.6860	308.7905	309.8950	311.0000	312.1045	313.2090	
200	313.4504	314.5549	315.6594	316.7639	317.8684	318.9729	320.0774	321.1819	
205	321.4238	322.5283	323.6328	324.7373	325.8418	326.9463	328.0508	329.1553	
210	329.3972	330.5017	331.6062	332.7107	333.8152	334.9197	336.0242	337.1287	
215	337.3706	338.4751	339.5796	340.6841	341.7886	342.8931	344.0000	345.1045	
220	345.3440	346.4485	347.5530	348.6575	349.7620	350.8665	351.9710	353.0755	
225	353.3174	354.4219	355.5264	356.6309	357.7354	358.8399	360.0000	361.1045	
230	361.2908	362.3953	363.5000	364.6045	365.7090	366.8135	367.9180	369.0225	
235	369.2642	370.3687	371.4732	372.5777	373.6822	374.7867	375.8912	377.0000	
240	377.2376	378.3421	379.4466	380.5511	381.6556	382.7601	383.8646	385.0000	
245	385.2110	386.3155	387.4200	388.5245	389.6290	390.7335	391.8380	393.0000	
250	393.1844	394.2889	395.3934	396.4979	397.6024	398.7069	399.8114	401.0000	
255	401.1578	402.2623	403.3668	404.4713	405.5758	406.6803	407.7848	409.0000	
260	409.1312	410.2357	411.3402	412.4447	413.5492	414.6537	415.7582	417.0000	
265	417.1046	418.2091	419.3136	420.4181	421.5226	422.6271	423.7316	425.0000	
270	425.0780	426.1825	427.2870	428.3915	429.4960	430.6005	431.7050	433.0000	
275	433.0514	434.1559	435.2604	436.3649	437.4694	438.5739	439.6784	441.0000	
280	441.0248	442.1293	443.2338	444.3383	445.4428	446.5473	447.6518	449.0000	
285	449.0000	450.1045	451.2090	452.3135	453.4180	454.5225	455.6270	457.0000	
290	457.0000	458.1045	459.2090	460.3135	461.4180	462.5225	463.6270	465.0000	
295	465.0000	466.1045	467.2090	468.3135	469.4180	470.5225	471.6270	473.0000	
300	473.0000	474.1045	475.2090	476.3135	477.4180	478.5225	479.6270	481.0000	
305	481.0000	482.1045	483.2090	484.3135	485.4180	486.5225	487.6270	489.0000	
310	489.0000	490.1045	491.2090	492.3135	493.4180	494.5225	495.6270	497.0000	
315	497.0000	498.1045	499.2090	500.3135	501.4180	502.5225	503.6270	505.0000	
320	505.0000	506.1045	507.2090	508.3135	509.4180	510.5225	511.6270	513.0000	
325	513.0000	514.1045	515.2090	516.3135	517.4180	518.5225	519.6270	521.0000	
330	521.0000	522.1045	523.2090	524.3135	525.4180	526.5225	527.6270	529.0000	
335	529.0000	530.1045	531.2090	532.3135	533.4180	534.5225	535.6270	537.0000	
340	537.0000	538.1045	539.2090	540.3135	541.4180	542.5225	543.6270	545.0000	
345	545.0000	546.1045	547.2090	548.3135	549.4180	550.5225	551.6270	553.0000	
350	553.0000	554.1045	555.2090	556.3135	557.4180	558.5225	559.6270	561.0000	
355	561.0000	562.1045	563.2090	564.3135	565.4180	566.5225	567.6270	569.0000	
360	569.0000	570.1045	571.2090	572.3135	573.4180	574.5225	575.6270	577.0000	
365	577.0000	578.1045	579.2090	580.3135	581.4180	582.5225	583.6270	585.0000	
370	585.0000	586.1045	587.2090	588.3135	589.4180	590.5225	591.6270	593.0000	
375	593.0000	594.1045	595.2090	596.3135	597.4180	598.5225	599.6270	601.0000	
380	601.0000	602.1045	603.2090	604.3135	605.4180	606.5225	607.6270	609.0000	
385	609.0000	610.1045	611.2090	612.3135	613.4180	614.5225	615.6270	617.0000	
390	617.0000	618.1045	619.2090	620.3135	621.4180	622.5225	623.6270	625.0000	
395	625.0000	626.1045	627.2090	628.3135	629.4180	630.5225	631.6270	633.0000	
400	633.0000	634.1045	635.2090	636.3135	637.4180	638.5225	639.6270	641.0000	

TABLE F
MONTHLY DEPOSIT INTEREST COMPANION TABLE

YEARS	9.65	9.70	9.75	9.80	9.85	9.90	9.95	10.00
0	6.1224	6.1230	6.1236	6.1243	6.1249	6.1256	6.1262	6.1269
5	12.5674	12.5683	12.5693	12.5703	12.5713	12.5723	12.5733	12.5743
10	19.2849	19.2859	19.2869	19.2879	19.2889	19.2899	19.2909	19.2919
15	26.3657	26.3784	26.3919	26.4052	26.4189	26.4331	26.4473	26.4532
20	33.7913	33.8128	33.8339	33.8552	33.8765	33.8978	33.9192	33.9406
25	41.5839	41.6157	41.6476	41.6795	41.7114	41.7433	41.7754	41.8074
30	49.3335	49.4004	49.4676	49.5350	49.6025	49.6700	49.7376	49.8052
40	76.8007	76.9036	77.0054	77.1078	77.2104	77.3133	77.4164	77.5196
50	97.1276	97.2858	97.4436	97.6020	97.7607	97.9198	98.0793	98.2390
60	119.5135	119.7438	119.9746	120.2060	120.4379	120.6704	120.9036	121.1372
70	144.1669	144.4895	144.8128	145.1371	145.4621	145.7883	146.1156	146.4433
80	171.3176	171.7553	172.1943	172.6347	173.0764	173.5194	173.9644	174.4104
90	201.1884	202.7395	203.2795	203.8191	204.3583	204.8975	205.4368	205.9760
100	234.1481	236.9003	239.6536	242.4078	245.1629	247.9190	250.6752	253.4314
110	270.4133	273.1742	275.9390	278.7081	281.4721	284.2311	286.9852	289.7343
120	311.5676	314.3278	317.0878	319.8478	322.6078	325.3678	328.1278	330.8878
130	358.8440	361.6040	364.3640	367.1240	369.8840	372.6440	375.4040	378.1640
140	404.3352	407.0952	409.8552	412.6152	415.3752	418.1352	420.8952	423.6552
150	452.7758	455.5358	458.2958	461.0558	463.8158	466.5758	469.3358	472.0958
160	504.1200	506.8800	509.6400	512.4000	515.1600	517.9200	520.6800	523.4400
170	558.4719	561.2319	563.9919	566.7519	569.5119	572.2719	575.0319	577.7919
180	615.9288	618.6888	621.4488	624.2088	626.9688	629.7288	632.4888	635.2488
190	676.5000	679.2600	682.0200	684.7800	687.5400	690.3000	693.0600	695.8200
200	740.2930	743.0530	745.8130	748.5730	751.3330	754.0930	756.8530	759.6130
210	807.3212	810.0812	812.8412	815.6012	818.3612	821.1212	823.8812	826.6412
220	877.6923	880.4523	883.2123	885.9723	888.7323	891.4923	894.2523	897.0123
230	951.4152	954.1752	956.9352	959.6952	962.4552	965.2152	967.9752	970.7352
240	1028.5978	1031.3578	1034.1178	1036.8778	1039.6378	1042.3978	1045.1578	1047.9178
250	1109.2430	1112.0030	1114.7630	1117.5230	1120.2830	1123.0430	1125.8030	1128.5630
260	1193.4530	1196.2130	1198.9730	1201.7330	1204.4930	1207.2530	1210.0130	1212.7730
270	1281.2280	1283.9880	1286.7480	1289.5080	1292.2680	1295.0280	1297.7880	1300.5480
280	1372.5680	1375.3280	1378.0880	1380.8480	1383.6080	1386.3680	1389.1280	1391.8880
290	1467.4730	1470.2330	1472.9930	1475.7530	1478.5130	1481.2730	1484.0330	1486.7930
300	1565.9430	1568.7030	1571.4630	1574.2230	1576.9830	1579.7430	1582.5030	1585.2630
310	1668.0780	1670.8380	1673.5980	1676.3580	1679.1180	1681.8780	1684.6380	1687.3980
320	1774.2230	1777.0030	1779.7830	1782.5630	1785.3430	1788.1230	1790.9030	1793.6830
330	1884.5980	1887.4080	1890.2180	1893.0280	1895.8380	1898.6480	1901.4580	1904.2680
340	1999.2930	2002.1430	2005.0030	2007.8630	2010.7230	2013.5830	2016.4430	2019.3030
350	2118.4480	2121.3580	2124.2680	2127.1780	2130.0880	2132.9980	2135.9080	2138.8180
360	2242.3030	2245.2630	2248.2230	2251.1830	2254.1430	2257.1030	2260.0630	2263.0230
370	2371.0080	2374.0280	2377.0480	2380.0680	2383.0880	2386.1080	2389.1280	2392.1480
380	2504.8130	2507.8830	2510.9530	2514.0230	2517.0930	2520.1630	2523.2330	2526.3030
390	2643.8680	2646.9980	2650.1280	2653.2580	2656.3880	2659.5180	2662.6480	2665.7780
400	2788.3230	2791.5030	2794.6830	2797.8630	2801.0430	2804.2230	2807.4030	2810.5830
TABLE F MONTHLY-DEPOSITS-INTEREST-COMPOUNDED-DAILY								

YEARS	10.05	10.10	10.15	10.20	10.25	10.30	10.35	10.40
1.5	6-1275	6-1282	6-1288	6-1294	6-1301	6-1307	6-1314	6-1320
1.0	12-5706	12-5717	15-5767	12-5794	12-5825	12-5855	12-5884	12-5913
1.5	19-5481	19-5531	19-5602	19-5724	19-5822	19-5883	19-5954	19-6054
2.0	26-5702	26-5836	26-5967	26-6096	26-6229	26-6362	26-6494	26-6625
2.5	33-5620	33-5934	34-0046	34-0262	34-0477	34-0692	34-0907	34-1122
3.0	41-5834	41-7151	41-9037	41-9358	41-9680	42-0002	42-0325	42-0648
4.0	58-6330	58-6946	58-9363	59-0179	59-0798	59-1417	59-2037	59-2658
5.0	77-6230	77-7265	77-8303	78-0324	78-0939	78-1526	78-2107	78-2681
6.0	98-5991	98-5566	98-7203	98-8814	99-0428	99-2046	99-3667	99-5291
7.0	121-5713	121-6063	121-8417	122-0768	122-3142	122-5513	122-7890	123-0273
8.0	146-7722	147-1020	147-4328	147-7643	148-0970	148-4305	148-7650	149-1004
9.0	174-8579	175-3069	175-7573	176-2089	176-6623	177-1170	177-5711	178-0308
10.0	205-9126	206-5008	207-1073	207-7076	208-3104	208-9152	209-5226	210-1314
11.0	240-2499	241-0263	241-8058	242-5881	243-3740	244-1627	244-9546	245-7497
12.0	278-2193	279-2114	280-2106	281-2123	282-2216	283-2336	284-2502	285-2712
13.0	320-1978	321-4546	322-7176	323-9864	325-2617	326-5428	327-8301	329-1235
14.0	366-6154	368-1860	369-7649	371-3514	372-9477	374-5499	376-1615	377-7814
15.0	417-9402	419-8834	421-8375	423-8019	425-7780	427-7646	429-7624	431-7714
16.0	474-6048	477-0740	479-4721	481-8838	484-3108	486-7517	489-2074	491-6774
17.0	537-4359	540-3418	543-2629	546-2018	549-1604	552-1374	555-1316	558-1480
18.0	606-8215	610-3325	613-8673	617-4258	621-0087	624-6158	628-2476	631-9041
19.0	683-5380	687-7603	692-0133	696-2962	700-6110	704-0566	709-3332	713-7418
20.0	768-3638	773-4157	778-5046	783-6292	788-8039	794-0153	799-2594	804-5474
21.0	862-1564	868-1728	874-2380	880-3510	886-5146	892-7272	898-9902	905-3039
22.0	965-8635	972-9989	980-1951	987-4512	994-7704	1002-1540	1009-5946	1017-1504
23.0	1080-5332	1088-9637	1097-4598	1106-0503	1114-7092	1123-4444	1132-2580	1141-1504
24.0	1207-3244	1217-2511	1227-1710	1237-8813	1247-5919	1257-8951	1268-1945	1278-7929
25.0	1347-5183	1359-1763	1370-9376	1382-8176	1394-8153	1406-9298	1419-1652	1431-9654
26.0	1502-5317	1516-1648	1529-9479	1543-8651	1557-9272	1572-1319	1586-4828	1600-9809
27.0	1673-9312	1689-8522	1705-9435	1722-0274	1738-8422	1755-2738	1772-0437	1789-0133
28.0	1863-4488	1881-9901	1900-7379	1919-6920	1938-8600	1958-2797	1977-8346	1997-6508
29.0	2073-0002	2094-5446	2116-3390	2138-3803	2160-5855	2183-2455	2206-0675	2229-1516
30.0	2304-7022	2324-6852	2345-6692	2366-6501	2388-6285	2409-6050	2429-5790	2449-5504
35.0	3686-6556	3737-6952	3889-4360	4041-9572	4095-2074	4149-2213	4204-0110	4259-58

YEARS	11.25	11.30	11.35	11.40	11.45	11.50	11.55	11.60
0.5	6.1430	6.1436	6.1443	6.1449	6.1456	6.1462	6.1469	6.1475
1.0	12.6414	12.6444	12.6503	12.6532	12.6562	12.6592	12.6621	12.6651
1.5	19.5158	19.5229	19.5300	19.5372	19.5443	19.5514	19.5585	19.5657
2.0	26.7879	26.8012	26.8145	26.8279	26.8413	26.8546	26.8680	26.8814
2.5	34.4806	34.5025	34.5243	34.5462	34.5681	34.5900	34.6119	34.6339
3.0	42.6184	42.6513	42.6842	42.7171	42.7501	42.7831	42.8162	42.8492
3.5	50.3336	50.3972	50.4609	50.5247	50.5885	50.6525	50.7165	50.7807
4.0	58.6077	60.3972	62.1867	63.9762	65.7657	67.5552	69.3447	71.1342
4.5	67.3419	70.2106	73.0793	75.9480	78.8167	81.6854	84.5541	87.4228
5.0	76.5360	80.3972	84.2588	88.1204	91.9820	95.8436	99.7052	103.5668
5.5	86.1907	91.0513	95.9119	100.7725	105.6331	110.4937	115.3543	120.2149
6.0	96.3058	102.1664	108.0270	113.8876	119.7482	125.6088	131.4694	137.3300
6.5	106.9605	113.8211	120.6817	127.5423	134.4029	141.2635	148.1241	154.9847
7.0	118.1556	126.0162	133.8768	141.7374	149.5980	157.4586	165.3192	173.1798
7.5	129.9007	138.7613	147.6219	156.4825	165.3431	174.2037	183.0643	191.9249
8.0	142.1458	152.0064	161.8670	171.7276	181.5882	191.4488	201.3094	211.1700
8.5	154.8909	165.7515	176.6121	187.4727	198.3333	209.1939	219.0545	228.9151
9.0	168.1360	180.0066	191.8672	203.7278	215.5884	227.4490	239.3096	251.1702
9.5	181.8811	194.7517	207.6223	220.4929	233.3635	246.2341	259.1047	271.9653
10.0	196.1262	209.9968	223.8674	237.7380	251.6086	265.4792	279.3498	293.2109
10.5	210.8713	225.7419	240.6125	255.4831	270.3537	285.2243	299.0949	313.9655
11.0	226.1164	241.9870	257.3576	272.7276	288.1032	303.4742	318.7153	334.7201
11.5	241.8615	258.2321	273.6027	289.4777	305.8488	320.8488	336.9889	351.9747
12.0	258.1066	274.4772	290.8533	306.8523	323.2234	338.2234	354.2234	369.2234
12.5	274.8517	291.2223	307.5979	318.1029	335.5979	351.5979	368.5979	385.5979
13.0	292.0968	308.4675	324.8431	339.3775	353.9725	370.9475	387.9225	404.8975
13.5	309.8419	326.2126	342.5887	356.1226	371.1226	388.1226	405.1226	423.1226
14.0	328.0870	344.4577	360.8439	373.3777	393.3777	410.3777	427.3777	445.3777
14.5	346.8321	364.2028	380.5990	395.6228	412.6228	429.6228	446.6228	464.6228
15.0	366.0772	384.4479	400.8451	417.8679	434.8679	451.8679	468.8679	485.8679
15.5	385.8223	404.1930	421.0902	438.1129	457.1129	474.1129	491.1129	508.1129
16.0	406.0674	424.4381	441.3353	458.3325	475.3325	492.3325	509.3325	526.3325
16.5	426.8125	445.1832	462.0804	479.0776	496.0776	513.0776	530.0776	547.0776
17.0	448.0576	466.4283	483.3255	500.3227	517.3227	534.3227	551.3227	568.3227
17.5	469.8027	488.1734	505.0706	522.5678	539.5678	556.5678	573.5678	590.5678
18.0	492.0478	510.4185	527.3157	544.8129	561.8129	578.8129	595.8129	612.8129
18.5	514.7929	533.1636	550.0608	567.3579	584.3579	601.3579	618.3579	635.3579
19.0	538.0380	556.4087	573.3059	590.6031	607.6031	624.6031	641.6031	658.6031
19.5	561.7831	580.1538	597.0510	614.3481	631.3481	648.3481	665.3481	682.3481
20.0	586.0282	604.3989	621.2961	638.5923	655.5923	672.5923	689.5923	706.5923
20.5	610.7733	629.1440	646.0412	663.3374	680.3374	697.3374	714.3374	731.3374
21.0	636.0184	654.3891	671.2863	688.5825	705.5825	722.5825	739.5825	756.5825
21.5	661.7635	680.1342	697.0314	714.3276	731.3276	748.3276	765.3276	782.3276
22.0	688.0086	706.3793	723.2765	740.5727	757.5727	774.5727	791.5727	808.5727
22.5	714.7537	733.1244	750.0216	767.3178	784.3178	801.3178	818.3178	835.3178
23.0	742.0088	760.3795	777.2767	794.5729	811.5729	828.5729	845.5729	862.5729
23.5	769.7539	788.1246	805.0218	822.3180	839.3180	856.3180	873.3180	890.3180
24.0	798.0090	816.3797	833.2769	850.5731	867.5731	884.5731	901.5731	918.5731
24.5	826.7541	845.1248	862.0220	879.3182	896.3182	913.3182	930.3182	947.3182
25.0	856.0092	874.3799	891.2771	908.5733	925.5733	942.5733	959.5733	976.5733
25.5	885.7543	904.1250	921.0222	938.3184	955.3184	972.3184	989.3184	1006.3184
26.0	916.0094	934.3801	951.2773	968.5735	985.5735	1002.5735	1019.5735	1036.5735
26.5	946.7545	965.1252	982.0224	999.3186	1016.3186	1033.3186	1050.3186	1067.3186
27.0	978.0096	996.3803	1013.2775	1030.5737	1047.5737	1064.5737	1081.5737	1098.5737
27.5	1009.7547	1028.1254	1045.0226	1062.3188	1079.3188	1096.3188	1113.3188	1130.3188
28.0	1042.0098	1060.3805	1077.2777	1094.5739	1111.5739	1128.5739	1145.5739	1162.5739
28.5	1074.7549	1093.1256	1110.0228	1127.3190	1144.3190	1161.3190	1178.3190	1195.3190
29.0	1108.0100	1126.3807	1143.2779	1160.5741	1177.5741	1194.5741	1211.5741	1228.5741
29.5	1141.7551	1160.1258	1177.0230	1194.3192	1211.3192	1228.3192	1245.3192	1262.3192
30.0	1176.0102	1194.3809	1211.2781	1228.5743	1245.5743	1262.5743	1279.5743	1296.5743
30.5	1210.7553	1229.1260	1246.0232	1263.3194	1280.3194	1297.3194	1314.3194	1331.3194
31.0	1246.0104	1264.3811	1281.2783	1298.5745	1315.5745	1332.5745	1349.5745	1366.5745
31.5	1281.7555	1300.1262	1317.0234	1334.3196	1351.3196	1368.3196	1385.3196	1402.3196
32.0	1318.0106	1336.3813	1353.2785	1370.5747	1387.5747	1404.5747	1421.5747	1438.5747
32.5	1354.7557	1373.1264	1390.0236	1407.3198	1424.3198	1441.3198	1458.3198	1475.3198
33.0	1392.0108	1410.3815	1427.2787	1444.5750	1461.5750	1478.5750	1495.5750	1512.5750
33.5	1430.7559	1449.1266	1466.0238	1483.3200	1500.3200	1517.3200	1534.3200	1551.3200
34.0	1469.0110	1487.3817	1504.2789	1521.5752	1538.5752	1555.5752	1572.5752	1589.5752
34.5	1508.7561	1527.1268	1544.0240	1561.3202	1578.3202	1595.3202	1612.3202	1629.3202
35.0	1549.0112	1567.3819	1584.2791	1601.5754	1618.5754	1635.5754	1652.5754	1669.5754
35.5	1590.7563	1609.1270	1626.0242	1643.3204	1660.3204	1677.3204	1694.3204	1711.3204
36.0	1633.0114	1651.3821	1668.2793	1685.5756	1702.5756	1719.5756	1736.5756	1753.5756
36.5	1676.7565	1695.1272	1712.0244	1729.3206	1746.3206	1763.3206	1780.3206	1797.3206
37.0	1721.0116	1739.3823	1756.2795	1773.5758	1790.5758	1807.5758	1824.5758	1841.5758
37.5	1766.7567	1785.1274	1802.0246	1819.3210	1836.3210	1853.3210	1870.3210	1887.3210
38.0	1813.0118	1831.3825	1848.2797	1865.5760	1882.5760	1899.5760	1916.5760	1933.5760
38.5	1860.7569	1879.1276	1896.0248	1913.3212	1930.3212	1947.3212	1964.3212	1981.3212
39.0	1909.0120	1927.3827	1944.2799	1961.5762	1978.5762	1995.5762	2012.5762	2029.5762
39.5	1958.7571	1977.1278	1994.0250	2011.3214	2028.3214	2045.3214	2062.3214	2079.3214
40.0	2009.0122	2027.3829	2044.2801	2061.5764	2078.5764	2095.5764	2112.5764	2129.5764

YEARS	11.65	11.70	11.75	11.80	11.85	11.90	11.95	12.00
0.5	6.1482	6.1488	6.1495	6.1501	6.1508	6.1514	6.1521	6.1527
1.0	12.6651	12.6681	12.6740	12.6770	12.6799	12.6829	12.6859	12.6889
1.5	19.5728	19.5800	19.5871	19.5943	19.6014	19.6086	19.6158	19.6229
2.0	26.8948	26.9020	26.9104	26.9331	26.9485	26.9613	26.9754	26.9899
2.5	34.6559	34.6779	34.6999	34.7219	34.7439	34.7659	34.7881	34.8102
3.0	42.8824	42.9155	42.9487	42.9819	43.0151	43.0484	43.0816	43.1151
3.5	51.5849	51.6280	51.6711	51.7142	51.7573	51.8004	51.8435	51.8866
4.0	60.8649	60.9093	60.9536	60.9979	61.0422	61.0865	61.1308	61.1751
4.5	70.7211	70.7654	70.8097	70.8540	70.8983	70.9426	70.9869	71.0312
5.0	81.1561	81.2004	81.2447	81.2890	81.3333	81.3776	81.4219	81.4662
5.5	92.1711	92.2154	92.2597	92.3040	92.3483	92.3926	92.4369	92.4812
6.0	103.7661	103.8104	103.8547	103.8990	103.9433	103.9876	104.0319	104.0762
6.5	115.9411	116.0354	116.1297	116.2240	116.3183	116.4126	116.5069	116.6012
7.0	128.6961	128.7904	128.8847	128.9790	129.0733	129.1676	129.2619	129.3562
7.5	142.0411	142.1354	142.2297	142.3240	142.4183	142.5126	142.6069	142.7012
8.0	155.9661	156.0604	156.1547	156.2490	156.3433	156.4376	156.5319	156.6262
8.5	170.4811	170.5754	170.6697	170.7640	170.8583	170.9526	171.0469	171.1412
9.0	185.5861	185.6804	185.7747	185.8690	185.9633	186.0576	186.1519	186.2462
9.5	201.2911	201.3854	201.4797	201.5740	201.6683	201.7626	201.8569	201.9512
10.0	217.5961	217.6904	217.7847	217.8790	217.9733	218.0676	218.1619	218.2562
10.5	234.4011	234.4954	234.5897	234.6840	234.7783	234.8726	234.9669	235.0612
11.0	251.7061	251.8004	251.8947	251.9890	252.0833	252.1776	252.2719	252.3662
11.5	269.4111	269.5054	269.5997	269.6940	269.7883	269.8826	269.9769	270.0712
12.0	287.6161	287.7104	287.8047	287.8990	287.9933	288.0876	288.1819	288.2762
12.5	306.3211	306.4154	306.5097	306.6040	306.6983	306.7926	306.8869	306.9812
13.0	325.5261	325.6204	325.7147	325.8090	325.9033	326.0076	326.1019	326.1962
13.5	345.2311	345.3254	345.4197	345.5140	345.6083	345.7026	345.7969	345.8912
14.0	365.4361	365.5304	365.6247	365.7190	365.8133	365.9076	366.0019	366.0962
14.5	386.1411	386.2354	386.3297	386.4240	386.5183	386.6126	386.7069	386.8012
15.0	407.3461	407.4404	407.5347	407.6290	407.7233	407.8176	407.9119	408.0062
15.5	429.0511	429.1454	429.2397	429.3340	429.4283	429.5226	429.6169	429.7112
16.0	451.2561	451.3504	451.4447	451.5390	451.6333	451.7276	451.8219	451.9162
16.5	473.9611	474.0554	474.1497	474.2440	474.3383	474.4326	474.5269	474.6212
17.0	497.1661	497.2604	497.3547	497.4490	497.5433	497.6376	497.7319	497.8262
17.5	520.8711	520.9654	521.0597	521.1540	521.2483	521.3426	521.4369	521.5312
18.0	545.0761	545.1704	545.2647	545.3590	545.4533	545.5476	545.6419	545.7362
18.5	569.7811	569.8754	569.9697	570.0640	570.1583	570.2526	570.3469	570.4412
19.0	594.9861	595.0804	595.1747	595.2690	595.3633	595.4576	595.5519	595.6462
19.5	620.6911	620.7854	620.8797	620.9740	621.0683	621.1626	621.2569	621.3512
20.0	646.8961	646.9904	647.0847	647.1790	647.2733	647.3676	647.4619	647.5562
20.5	673.5011	673.5954	673.6897	673.7840	673.8783	673.9726	674.0669	674.1612
21.0	700.6061	700.7004	700.7947	700.8890	700.9833	701.0776	701.1719	701.2662
21.5	728.2111	728.3054	728.3997	728.4940	728.5883	728.6826	728.7769	728.8712
22.0	756.3161	756.4104	756.5047	756.5990	756.6933	756.7876	756.8819	756.9762
22.5	784.9211	785.0154	785.1097	785.2040	785.2983	785.3926	785.4869	785.5812
23.0	813.5261	813.6204	813.7147	813.8090	813.9033	814.0076	814.1019	814.1962
23.5	842.1311	842.2254	842.3197	842.4140	842.5083	842.6026	842.6969	842.7912
24.0	870.7361	870.8304	870.9247	871.0190	871.1133	871.2076	871.3019	871.3962
24.5	899.3411	899.4354	899.5297	899.6240	899.7183	899.8126	899.9069	899.9912
25.0	927.9461	928.0404	928.1347	928.2290	928.3233	928.4176	928.5119	928.6062
25.5	956.5511	956.6454	956.7397	956.8340	956.9283	957.0226	957.1169	957.2112
26.0	985.1561	985.2504	985.3447	985.4390	985.5333	985.6276	985.7219	985.8162
26.5	1013.7611	1013.8554	1013.9497	1014.0440	1014.1383	1014.2326	1014.3269	1014.4212
27.0	1042.3661	1042.4604	1042.5547	1042.6490	1042.7433	1042.8376	1042.9319	1043.0262
27.5	1070.9711	1071.0654	1071.1597	1071.2540	1071.3483	1071.4426	1071.5369	1071.6312
28.0	1100.5761	1100.6704	1100.7647	1100.8590	1100.9533	1101.0476	1101.1419	1101.2362
28.5	1130.1811	1130.2754	1130.3697	1130.4640	1130.5583	1130.6526	1130.7469	1130.8412
29.0	1159.7861	1159.8804	1159.9747	1160.0690	1160.1633	1160.2576	1160.3519	1160.4462
29.5	1189.3911	1189.4854	1189.5797	1189.6740	1189.7683	1189.8626	1189.9569	1190.0512
30.0	1218.9961	1219.0904	1219.1847	1219.2790	1219.3733	1219.4676	1219.5619	1219.6562
30.5	1248.6011	1248.6954	1248.7897	1248.8840	1248.9783	1249.0726	1249.1669	1249.2612
31.0	1278.2061	1278.3004	1278.3947	1278.4890	1278.5833	1278.6776	1278.7719	1278.8662
31.5	1307.8111	1307.9054	1308.0097	1308.1040	1308.1983	1308.2926	1308.3869	1308.4812
32.0	1337.4161	1337.5104	1337.6047	1337.6990	1337.7933	1337.8876	1337.9819	1338.0762
32.5	1367.0211	1367.1154	1367.2097	1367.3040	1367.3983	1367.4926	1367.5869	1367.6812
33.0	1396.6261	1396.7204	1396.8147	1396.9090	1397.0033	1397.0976	1397.1919	1397.2862
33.5	1426.2311	1426.3254	1426.4197	1426.5140	1426.6083	1426.7026	1426.7969	1426.8912
34.0	1455.8361	1455.9304	1456.0247	1456.1190	1456.2133	1456.3076	1456.4019	1456.4962
34.5	1485.4411	1485.5354	1485.6297	1485.7240	1485.8183	1485.9126	1486.0069	1486.1012
35.0	1515.0461	1515.1404	1515.2347	1515.3290	1515.4233	1515.5176	1515.6119	1515.7062
35.5	1544.6511	1544.7454	1544.8397	1544.9340	1545.0283	1545.1226	1545.2169	1545.3112
36.0	1574.2561	1574.3504	1574.4447	1574.5390	1574.6333	1574.7276	1574.8219	1574.9162
36.5	1603.8611	1603.9554	1604.0497	1604.1440	1604.2383	1604.3326	1604.4269	1604.5212
37.0	1633.4661	1633.5604	1633.6547	1633.7490	1633.8433	1633.9376	1634.0319	1634.1262
37.5	1663.0711	1663.1654	1663.2597	1663.3540	1663.4483	1663.5426	1663.6369	1663.7312
38.0	1692.6761	1692.7704	1692.8647	1692.9590	1693.0533	1693.1476	1693.2419	1693.3362
38.5	1722.2811	1722.3754	1722.4697	1722.5640	1722.6583	1722.7526	1722.8469	1722.9412
39.0	1751.8861	1751.9804	1752.0747	1752.1690	1752.2633	1752.3576	1752.4519	1752.5462
39.5	1781.4911	1781.5854	1781.6797	1781.7740	1781.8683	1781.9626	1782.0569	1782.1512
40.0	1811.0961	1811.1904	1811.2847	1811.3790	1811.4733	1811.5676	1811.6619	1811.7562
40.5	1840.7011	1840.7954	1840.8897	1840.9840	1841.0783	1841.1726	1841.2669	1841.3612
41.0	1870.3061	1870.4004	1870.4947	1870.5890	1870.6833	1870.7776	1870.8719	1870.9662
41.5	1900.9111	1901.0054	1901.0997	1901.1940	1901.2883	1901.3826	1901.4769	1901.5712
42.0	1930.5161	1930.6104	1930.7047	1930.7990	1930.8933	1930.9876	1931.0819	1931.1762
42.5	1960.1211	1960.2154	1960.3097	1960.4040	1960.4983	1960.5926	1960.6869	1960.7812
43.0	1989.7261	1989.8204	1989.9147	1990.0090	1990.1033	1990.1976	1990.2919	1990.3862
43.5	2019.3311	2019.4254	2019.5197	2019.6140	2019.7083	2019.8026	2019.8969	2019.9912
44.0	2048.9361	2049.0304	2049.1247	2049.2190	2049.3133	2049.4076	2049.5019	2049.5962
44.5	2078.5411	2078.6354	2078.7297	2078.8240	2078.9183	2079.0126	2079.1069	2079.2012
45.0	2108.1461	2108.2404	2108.3347	2108.4290	2108.5233	2108.6176	2108.7119	2108.8062
45.5	2137.7511	2137.8454	2137.9397	2138.0340	2138.1283	2138.2226	2138.3169	2138.4112
46.0	2167.3561	2167.4504	2167.5447	2167.6390	2167.7333	2167.8276	2167.9219	2168.0162
46.5	2196.9611	2197.0554	2197.1497	2197.2440	2197.3383	2197.4326	2197.5269	2197.6212
47.0	2226.5661	2226.6604	2226.7547	2226.8490	2226.9433	2227.0376	2227.1319	2227.2262
47.5	2256.1711	2256.2654	2256.3597	2256.4540	2256.5483	2256.6426	2256.7369	2256.8312
48.0	2285.7761	2285.8704	2285.9647	2286.0590	2286.1533	2286.2476	2286.3419	2286.4362
48.5	2315.3811	2315.4754	2315.5697	2315.6640	2315.7583	2315.8526	2315.9469	2316.0412
49.0	2344.9861	2345.0804	2345.1747	2345.2690	2345.3633	2345.4576	2345.5519	2345.6462
49.5	2374.5911	2374.6854	2374.7797	2374.8740	2374.9683	2375.0626	2375.1569	2375.2512
50.0	2404.1961	2404.2904	2404.3847	2404.4790	2404.5733	2404.6676	2404.7619	2404.8562
50.5	2433.8011	2433.8954	2433.9897	2434.0840	2434.1783	2434.2726	2434.3669	2434.4612
51.0	2463.4061	2463.5004	2463.5947	2463.6890	2463.7833	2463.8776	2463.9719	2464.0662
51.5	2493.0111	2493.1054	2493.1997	2493.2940	249			

CHAPTER 7.

RENTAL LISTS

Whether your customer list is on slips of paper, labels or handwritten in your desk drawer, it should be converted to magnetic tape for use on computers. There are many good reasons why this has become the norm for all lists. First, when you adapt your list for computer use you have immediate selectivity. You can segment your list by interest or demographics, by buying history—how recent a customer has purchased and how frequent, by geographical location or any other special identification you may want. These considerations are especially important for profiling your list and for cost analysis.

Once your list is on tape, it is much easier to rent. There are more advantages to renting your list than just the additional income of \$35 to \$50 per thousand names. In the marketing area, you can review what is selling to your list. You'll have right in your hands a copy of the promotions that pulled well to your customers. For companies that do not rent their lists, you can set up list exchanges on a name per name basis.

Any way you look at it, a customer list must be used in order to make money. Rent it. Trade it. Or keep using it yourself. If a list is used carefully and with potential profit in mind, it can literally multiply dollar signs without any extra cost to you. To illustrate this point, I will tell you what happened with our \$3 horoscope. The ad pulled a front end profit except at the tail end of its life. At that point the horoscope actually cost us about \$3.25 to produce and mail. That left us paying about 25¢ per name. Then all the buyers were converted to magnetic tape. That was another 6¢ per name. That's a total of 31¢ "in the red" for each name, or \$310 per thousand. But wait! After the \$3 horoscope offer, each respondent received 5 other promotions. Each was for a different horoscope. Each one cost \$10. The average pull for each additional horoscope was 8%. That's 80 orders per thousand at \$10 an order. Multiplied by 5 promotions, that's a total of 400 orders or \$4000 generated from every thousand names. Considering a gross profit of 40% on sales of \$4000, the value of each name was \$1.60. Deducting the 31¢ initial loss leaves a profit of \$1.29 per name.

Now I'm certainly not going to recommend that you take a loss on your initial advertising. But I am saying that there are ways to make up for it if you have enough back end promotions.

Once you start getting a good response from your list, keep mailing. In general, a good list with above average pull can be remailed in just a few weeks and pull 50% to 70% of the original response. That is important to remember for carbon mailings or other back end promotions. Give it some thought.

If you decide to rent your list, three professional terms will undoubtedly come up. They are the list manager, list broker and list compiler.

The person who actually maintains your list is the list manager. His purpose is to keep in touch with brokers, agencies, mailers and other people or firms who might be able to profitably use your list. He promotes your list to brokers and list users through space and direct mail. This is done at his own expense. If you want, he will segment your list into categories such as recent buyers, multiple buyers, inquiries, etc. In short,

the list manager processes orders, provides list owners with sample mailing pieces from prospective customers, bills and collects and remits money due to list owners. For these specialized services, he normally retains from 10% up of the gross rental income from the list.

When looking for a list manager to handle your customer names, you may want to check for fields of specialization. Some list managers specialize in certain areas such as fund raising, business and industrial lists or institutions. Others are more general. Size is important too. A list manager who has too many other accounts will not be able to give you all the attention that you'll need. You may also want to find out if a list manager works independently or is affiliated with a list broker.

It is a common practice for list owners to include a built-in monitoring device to make sure their lists are used on the up and up. This monitoring device is "dummy" names or decoys which can immediately point to unauthorized use of lists. Include perhaps one per state in your own list. But do not inform your list manager of the names. It is not that list managers are dishonest. But a few will succumb to the temptation of stretching a list as far as they can.

One last caution. List managers are notoriously slow in paying list rental income back to you. This occurs because the broker gives the customer 30 days' credit, and the list manager gives the broker another 30 days. Considering slow payment, you can easily wait 90-150 days for your money. Insist that your list manager demand prompt payment from his customers.

The list broker is another person you may meet. The list broker has mailers as clients. He has at his fingertips knowledge of a great many lists available from list managers and list owners. Therefore, he can recommend a list to you from any number of sources. You might think of the list broker as a real estate agency and the list manager as one of the realtors. The list manager/realtor actually handles the individual clients. But the broker/real estate agency can draw from many sources under him. His fee is usually 20% of the gross rental income.

The list compiler simply puts together names and addresses. All are derived from common printed sources. Although there are internal lists compiled from company records (company officials, customer warranties), the most common compiled lists are external. Here the sources are directories, membership rolls, phone books, birth announcements in newspapers, auto registrations or any other groupings of names and addresses. To compile such lists on your own would be very costly and time consuming. Chances are, professional compilers would already have the names available for you. Most such companies offer catalogs of their pre-compiled lists.

CHAPTER 8.

PHYSICAL FITNESS

Physical fitness! Why would this subject be included in a book on how to make money? It sounds strange — seems out of place. But stop and think for a moment. Your mind and your body are one. They work in unison: what affects one will ultimately affect the other. In order to function at peak mental ability, you must not only feel good but you must also have physical endurance.

To the person who spends most of his time behind a desk, regular exercise is vital for keeping physically and mentally alive as well as for preventing fatigue and "old age". At least once a week a good workout is recommended. This can be done in either a home gym or a health spa facility. Preferably, a few minutes should be set aside each day for basic exercises such as yoga, twists, squats, push-ups, sit-ups and stretches.

What I have outlined here is a sample exercise program that has worked for me and many other people. Also included are some tips on diet that you may want to try.

Benefits of Exercise

Exercise keeps you physically and mentally alive, for only through exercise can the necessary flow of oxygen be brought into your blood to keep your system functioning normally. With a healthy circulation of blood, the waste materials can be removed from the body and will not be encouraged to linger on to cause fatigue.

The greatest percentage of our bodies is composed of muscle. And when these muscles are not properly exercised, they not only become flabby but they slowly quicken the process of body deterioration. Lack of exercise brings on old age.

Exercise is a health investment which pays rich dividends. Exercise develops muscles, removes excess fat and promotes self-confidence by generating a sense of physical adequacy.

Exercise induces perspiration which assists the body in purifying itself. It stimulates circulation, imparting a healthy glow and doing more for one's complexion than creams or lotions can do. It refreshes the mind, whets appetite, helps digestion, and in many other ways adds to one's health and feeling of well-being.

Daily Exercise

For your daily exercises you will need:

- An 8' x 8' carpeted area.
- A set of dumbbells (adjustable so you can add weight). Use weights where you're *mildly* straining on the 10th repetition.
- Two square footstools to make your Yoga headstand more comfortable. The footstools should be 16" to 18" high to allow your head to dangle. Put 2" by 4" pieces of wood under the footstools to reach this desired height.

You may also use twin beds or flat, padded chairs for this exercise.

For Men:

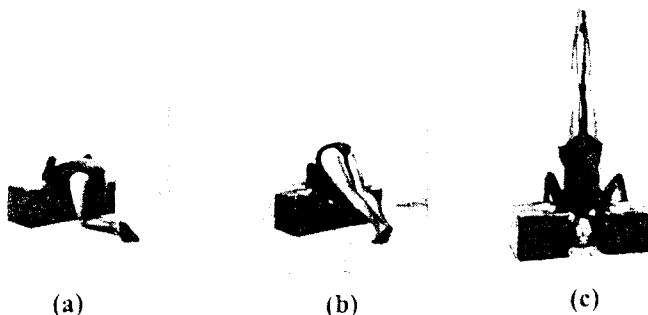
1. Yoga head stand — 1 min. (See instructions with pictures a-c.)
2. Twist — spread feet wide apart, touch left heel with right hand and vice-versa — 10 times.
3. Touch toes 10 times and lean backward on straight position each time to stretch abdominal muscles.
4. 10 squats pushing down on middle of thighs with hands. Stand on balls of feet.
5. 10 push-ups.
6. 10 curls with dumbbells.
7. 10 sit-ups.

For Women

1. Yoga head stand — 1 min. (See instructions with pictures a-c.)
2. Twist — spread feet wide apart, touch left heel with right hand and vice-versa — 10 times.
3. Touch toes 10 times and lean backward on straight position each time to stretch abdominal muscles.
4. 10 squats pushing down on middle of thighs with hands. Stand on balls of feet.
5. Exercise 3 of weekly exercise.
6. 10 women's push-ups.
7. 10 sit-ups.



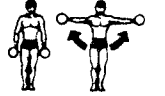


















Yoga Head Stand:

Two square footstools are needed to make your Yoga head stand more comfortable. The footstools should be 16" to 18" high to allow your head to dangle. Put 2" by 4" pieces of wood under the footstools to reach the desired height. Put the footstools against the wall. Spread the footstools enough to get your head between. Face the wall and kneel down. Put your head between the footstools and next your shoulders on the footstools. Now, in a curled position raise your bottom up then extend your legs toward the ceiling and rest them against the wall. You should now be in an upside-down position. You may also use twin beds or flat, padded chairs for this exercise.
























Weekly Physical Exercises

WEEKLY EXERCISE FOR MEN

1 Dumbbell Press (for shoulders) 	2 Upright Row (for shoulders) 	3 Lateral Raises (for shoulders) 
4 Pulldowns (for back) 	5 Seated Row (for back) 	6 Bench Press (for chest) 
7 Flies (for chest) 	8 Machine Curls (for biceps) 	9 Dumbbell Curls (for biceps) 
10 Press Downs (for triceps) 	11 Dumbbell Press (for triceps) 	12 Sit-ups (for waist) 
13 Leg Raises (for waist) 	14 Side Bends (for waist) 	15 Waist Twists (for waist) 
16 Leg Press (for thighs) 	17 Squat Machine (for thighs) 	18 Pullover (for breathing) 
19 Thigh Extensions (for thighs) 	20 Thigh Curls (for thighs) 	21 Calf Raises (for calves) 

WEEKLY EXERCISE FOR WOMEN

1 Pulldowns (for back) 	2 Bench Press (for bust) 	3 Flies (for bust) 
4 Butterfly Bust Machine (for bust) 	5 Tricep Extensions (for arms) 	6 Sit-Ups (for abdomen) 
7 Leg Raises (for abdomen) 	8 Side Bends (for waist) 	9 Waist Twist Standing (for waist) 
10 Waist Twist Seated (for waist) 	11 Hip Contour (for hips) 	12 Leg Press (for thighs) 
13 Deep Knee Bends (for thighs) 	14 Lunges (for thighs) 	15 Thigh Extensions (for thighs) 
16 Thigh Curls (for thighs) 	17 Toe Raises (for calves) 	18 Hip Pulls Exterior (for hips) 
19 Thigh Pulls Interior (for thighs) 	20 Trimmer Kicks (for hips) 	21 Hip Mold (for hips) 

Weekly Exercise

(See Figure 38)

Do the weekly exercises illustrated in Figure 38 three times a week to start then a minimum of once a week thereafter. These exercises for men and women will exercise every major muscle in your body. Do 1 to 3 sets of 8 repetitions with each of these. You will get a lot of benefits on just one set of 8 repetitions of each exercise. On exercises which require weights, use as much weight as you can so that you are seriously straining on the 8th repetition.

Do not listen to those who tell you that you cannot benefit from an exercise done only once a week. This is nonsense. We have proven in our controlled experiments that you can reap most of the benefits gained in a 3-a-week exercise by doing them only once a week. But, *never go below this minimum*. The trick is that if you only go once a week, it takes only a small amount of time and effort. Knowing that you are on the frequency threshold where the exercise will not be very effective, really spurs you on to stick with it. You say to yourself, "This is the least I can do." Above all, never go below the minimum.

For facilities to do these exercises, the following recommendations are provided:

Facility 1 — Most Recommended:

Join a health spa which has Nautilus brand exercise machines. The Nautilus uses cam action to keep a constant force on the muscle throughout the muscle contraction of an exercise. It is by far the most efficient exercise machine. It is used by the National Football League. A good Nautilus setup should have about 15 separate Nautilus machines. The spa should also have a running track.

Facility 2 — Also Recommended:

A spa with a large weight room and Universal brand equipment. The spa should have a running track.

Facility 3 — Also Recommended:

Get your own weights and benches. Run outdoors.

Weekly Running Exercise For Both Men And Women

Run 1 mile in six minutes or under as part of the weekly exercise. Running exercises almost every major body part. It is an exercise that makes the body demand oxygen in great quantities. Oxygen is the key to fitness. An ample supply of oxygen is required in the heart circulatory system. The muscles need oxygen as fuel to get their work done. The more efficiently the body transports oxygen bearing blood to the muscles the better and longer a person is able to perform his physical tasks each day.

The relationship between oxygen and the heart in the sort of endurance training required by running is linked in a circular pattern. As you begin training, you start making use of more oxygen from the air. Your heart rate drops while the volume of oxygen bearing blood that the heart sends out with each pump increases. Thus the blood carries more oxygen and at the same time the muscles take the oxygen more efficiently from the bloodstream.

Running, therefore, exercises the heart muscle and at the same time stimulates the respiratory system. The mark of a healthy heart is maintaining fewer heart beats per minute (pulse rate) while performing our daily tasks.

Although running is good for you because it leads to a healthier heart, there are other benefits associated with this exercise.

Running provides the mind with time to think. Trivia recedes into the background, leaving only the important high points for consideration. Runners find their running has cleared their minds of clutter and cobwebs and enables them to concentrate more efficiently on the essentials. Many runners report they function better on the job in mental alertness, memory, personality and emotional stability. Why? Because this exercise encourages an increase in blood supply to the brain which quickens a person's mental processes.

Running helps work off tension and creates a feeling of well-being that carries over into other areas of the runner's life. For those who suffer from acid in the stomach, which can cause irritableness, running offers non-medicinal relief. The same goes for the digestive tract; runners are much less constipated than non-runners. Most essentially, running builds up the physical stamina that is vital to head off emotional trauma. It helps strengthen your ability to weather crises intact.

Running almost guarantees a sounder and more consistent night's sleep. Exercise strengthens the body and the vital organs and makes them better prepared to withstand attacks of emotional stress and their accompanying tension. Since emotional stress probably more than any other single factor gets in the way of sound sleep, exercise, especially running, holds the potential key to a restful night and a productive next day.

ADDITIONAL RUNNING EXERCISE. To put a little fun in running, try doing six 40-yard dashes each week in addition to your mile run. Time yourself with a stop watch. The fastest man in the N.F.L. runs the 40 in 4.3 seconds, and the average player does it in about 4.8 seconds. A good time for an ex-athlete is 6 seconds and the average women does it in 7.5 seconds. Hard running like this exercises different muscles in your legs.

Diet

Natural Foods From Natural Soil

Our modern practice of using potent chemicals to protect crops is radically unscientific. The soil and, in turn, the crops become contaminated.

The soil, which produces superior crops, should be rich with minerals from pure water and natural composts. There should be no chemical additives.

Critical Foods

Eat these as much as possible.

1. **STONE GROUND WHOLE WHEAT BREAD.**

Buy the heaviest stone ground whole wheat bread you can find.

2. FRESH FRUIT

Apricots, oranges, cherries, mulberries, grapes, pears, peaches, apples, plums, bananas, raisins, melons, grapefruit.

3. FRESH VEGETABLES

Carrots, celery, peas, turnips, cabbage, red cabbage, green peppers, eggplant, radishes, parsley, red sweet pepper, broccoli, cauliflower, tomatoes, sweet onion, green onion, green beans, zucchini, mushrooms, potatoes, spinach.

4. NUTS AND SEEDS

Nuts: almonds, coconuts, pecans, walnuts, black walnuts, hazlenuts, peanuts. Seeds: sunflower, sesame, pumpkin.

Critical Vitamins and Minerals

Balanced nutrition requires that an adequate supply of all the essential minerals be present in the body, as these minerals work as a team with vitamins in rebuilding the body cells. All of the known minerals which compose the human body are found in the soil.

Calcium — Necessary for good bone structure and strong teeth, as well as calming nerves and maintaining good muscle tone. Sources are fresh fruits and vegetables (especially green leafy vegetables) whole grains, dairy products, nuts, dark or blackstrap molasses, soybeans and soybean flour, bone meal.

Phosphorus — Essential for good tooth and bone structure, healthy brain tissue and nervous system. Sources are whole grains, dairy products, eggs, meats, legumes, nuts, most all fruits and vegetables.

Iron — Necessary for building red blood cells. Source is good vinegar, aged 1 year or more.

Iodine — Used by thyroid gland, which regulates body metabolism. Sources are all sea foods, cod liver oil, dehydrated sea kelp, dulce.

Copper — Necessary for proper use of iron and prevention of anemia. Sources of sea foods, liver, molasses, green leafy vegetables, soy products, egg yolks, whole grains and fruits.

Sodium — Maintains body's acid-alkaline balance and keeps calcium in solution. Sources are salt, vegetables (especially celery, muscle meats).

Potassium — Important for body growth and acts as balancer. Sources are dark or blackstrap molasses, dulce, kelp, leafy green vegetables (found in water in which vegetables are cooked), whole grains, fruits and almonds.

Magnesium — Helps maintain body's mineral balance and muscle elasticity. Sources are green leafy vegetables (found in water in which vegetables are cooked).

Manganese — Strengthens tissues and bones and protects inner heart lining and blood vessels. Sources are green leaves and whole grains.

Chlorine — One of the elements of the gastric juice in stomach acid.

Fluorine — Helps build strong bones and tooth enamel, as well as building up body's resistance.

Essential elements of organic foodstuffs — carbon, hydrogen, oxygen, nitrogen.

Critical Beverages

Switch from teas, coffee, colas, cocoa, soda pops to these:

1. Fruit juices
2. Herbal teas
3. Carob drink. Carob powder may be purchased at health stores. It is a drink that looks and tastes like chocolate.
4. Papaya juice
5. Hot apple juice (get from health store with no preservatives.)

Items to Avoid

The following foods and drugs should be used with caution. Although occasional use is likely harmless, extended and excessive use can cause serious side effects.

Harmful foods:

- Salt (except in bread and naturally in food)
- Sugar — refined
- Highly spiced foods: spaghetti, pizza, sausage
- Heavily salted foods and those containing sodium: bacon, lunch meats, hot dogs, potato chips, pretzels, crackers and similar snacks
- High starch and proteins: white sugar, syrups, pastries, heavy creams and gravies (starchy foods combined with fruits or proteins are also acid-forming) sugar coated breakfast foods, white bread
- Animal fats and vegetable oils
- Fried foods, in general
- All processed convenience foods
- Salted nuts: peanuts, English walnuts
- Legumes: lentils
- Red meats: beef, pork, veal, heart, brains, kidneys, liver
- Egg whites (egg yolks are not acid-forming)

Harmful drugs:

- tranquilizers
- stimulants
- antacids
- laxatives
- analgesics
- boric acid
- nicotine
- caffeine
- genital deodorants
- candied breath fresheners
- aspirin
- diuretics
- sleeping tablets

The Eat-Once-A-Day Technique

Forget these two myths: 1) eat mostly in the morning because you'll burn up the calories. 2) don't eat while watching entertainment.

Those rules are utter, unadulterated nonsense. A calorie is a calorie, is a calorie no matter when or how you eat it. Doing nothing but eating makes you eat fast with improper chewing. This causes you to eat more and puts a great burden on your

digestive system. Eating in the morning is bad psychology. It simply does not work when it comes to making you eat less. You have nothing to look forward to the rest of the day and it is much harder to go to bed hungry than it is to get through a morning or afternoon hungry.

I don't know who the idiots are who think up these humane diets. They are typical of impractical solutions to problems that come from the ivory towers of textbook experienced "professionals". They must have pulled these techniques out of medieval torture books.

Think of it. What worse torture could you devise than this: Let's do this to the victim. Start him out eating as early as possible so he has a big, long period toward the end of the day to suffer. You know how it's always worse to look forward to suffering and it's easier to put up with suffering when you know there is a reward to look forward to. Now, feed him just enough food and the kind of food that will leave him hungry. That's great! Never let him be satisfied. He'll go insane eventually. Oh, one more thing, when he does eat, put him in a gloomy place like a bare corner so he has unpleasant surroundings and that way he'll get the eating over quickly. We want to keep the leisure time down to a minimum."

Great, huh! That's why this type of diet doesn't work and never will work. They are impractical, unpleasant, and therefore, you will cheat on them.

Now let's go to a sensible method. And, better yet, let's go to a method that has been proven effective in a real life situation, on real human beings for 3 years. Here it is:

• Eat only once a day— in the evening. Drink only water during the day.

• At the end of the working day, take a leisurely shower or bath, groom yourself and slip into comfortable night clothes. This will probably take about 1 hour.

• Gather your favorite reading material: a book, newspaper, magazine, etc. Pour yourself a glass of wine, beer or a suitable cocktail. Go to your favorite chair and read, relax and have two or three drinks. Alternate the reading days with playing a game with the family days or working on a hobby days. These periods should take about 2 hours.

• Next, have your meal. Time it so you can eat while watching your favorite T.V. show. Use T.V. trays or better yet, get a tray you can hold on your lap so you can sit back and relax. Eat very slowly. Cut your food into small pieces. Spread out the courses. Eat until you are full and satisfied. Make the meal last about 1½ hours.

Now isn't that better? Not only is it more pleasant, it has the following benefits:

1. It's psychologically sound. You can keep from eating during the day if you know you have this full and pleasant experience to look forward to.
2. You eat your daily requirement of food for the average American adult which is one big meal a day.
3. The leisurely grooming, reading, drinking, playing, relaxing, is a very effective stress reliever.
4. Each day you get fully satisfied with respect to eating. This practice is also important to mental health.

BOOK IV. MEMOIRS

Period prior to 1970

As I describe the period of my life from birth until 1970 you'll see that I didn't come from any blueblood family, was not a whiz at school, was not dubbed by any of my superiors to succeed. What you will see is that my life probably resembles yours, and a good majority of Americans in this country.

I was born in 1941 in Canton, Ohio. My parents were second generation immigrants to the United States. We lived in a poor ethnic neighborhood which bordered just on the ghetto. In fact, in my early childhood we lived in an apartment in the back of a dry cleaner. My bedroom was next to the steam press, which made getting a good night's sleep a job.

My parents and near family were hard-working people who adhered to the work ethic in full force. I, in fact, started working when I was eight years old. Early in school I got good grades, but that all went down the drain about the 5th or 6th grade—like it goes for most boys. I started disliking school at this point. It was too regimented and I was given to daydreaming a lot. It wasn't that I didn't have an interest in learning culture. It was simply I didn't care to learn it in that manner. Like other boys, I got into my share of trouble in my childhood. I was a good athlete and got into more than my share of fights trying to be the toughest kid in the neighborhood. Although I was never considered likely to succeed by my teachers, even then I felt I was destined to do big things in life.

In high school I was subjected to what I call the American Institution myth. I don't call it the American Dream myth because I feel the real American dream is to be an entrepreneur. The American institution myth is that you go to college, get good grades, work long and hard for a large bureaucratic organization and live happily ever after. I fell for it hook, line and sinker. I made the full commitment to go to college, graduate, and work for a large bureaucratic organization. I gobbled up the medicine show preaching of educators and other bureaucrats. They would put me in one end of the system, and I would go through just like a manufacturing plant and come out the other end a person certified to success.

My parents didn't have the money to spend on college, so with stars in my eyes I decided I was going to work my way through by holding a full time job and going to school at the same time. For me those years were the worst period in my life. Not only did I have little time to study because I was tired most of the time from working, on top of it all I hated the school process itself. I was interested in many things and I wanted to learn; however, I felt I could do ten times better just by reading the books I was interested in rather than going through this ridiculous routine. It was a game to see how well you could stay awake in class and keep your attention on a boring lecture and who could take notes the fastest. Then came the contest that was called the test, when you saw who could spit back out all these notes at the fastest rate. The regimentation end, being confined to one place for long hours, was also against my nature. In all, it took me seven years to get through—going part time and working.

My first three years I got poor grades. I was on the borderline of not being able to graduate unless in the last year I brought up

my grade point average drastically. Through much suffering, I did. In my fourth year of college I decided to change my major. My counselor decided to give me a battery of tests to see what else I was best suited for. Now from these tests this genius told me that I was above average in intelligence, relative to the population, but I could never do anything on a high level basis, such as create something. Now let's stop here for a moment because this is a very important point. I'm not going on about the schools because I didn't excel in school and don't like them. It is that schools do very serious damage to people who take their ill-informed nonsense to heart. They destroy the first thing a person needs in the process to accomplish anything—self confidence. The day I was told by the counselor that I could never create anything, I didn't take it totally to heart, but it certainly made me have some doubts about my self confidence that had to be dispelled. The reason I didn't take it totally to heart was because what she said did not fit logically at all. Creativity throughout my childhood had been my forte. The other thing I could never understand was my encounters with "so-called" geniuses, those with four point averages on the dean's list, etc. Outside the classroom they were like drones. I saw ten times more intellectual ability in my friends who got lower grades. I also noticed how much they fell down every time a little originality was required, such as in the laboratory when you were given an experiment to do. I remember every time I was in a lab group with these dean's list boys they would be shell shocked at the thought of having to do something original. I would always have to take the lead. So I did my own study on a subject.

I found the subject of creativity, intelligence, etc. had been studied by many other people. I looked at studies other people had done and I also did my own study to find a common denominator over history's past geniuses. My final conclusion was based on many solid facts which I don't want to go into here, but here it is. Grade point average past the point of C measures nothing. It did not necessarily mean the C student is not a genius but it does not necessarily mean a four point student is a genius either. It doesn't mean a four point student is a dummy, nor does it mean a C student is a dummy. To go even further than that, it shows that there is virtually no correlation. If anything, most studies show moderate negative correlations with high grade point average and the ability to problem solve and create in real life. Certain studies show conclusively that high powered geniuses such as Einstein and Newton did not do well in school, and, in fact, did not like school. People who accomplish big things do not like the fact that in school you are in a contrived situation, a world of make believe where you play for funnies. And, mostly, they do not like the regimentation. The other conclusion is this: school is important in the sense that you must know how to read, write, do basic mathematics and be exposed to the culture. And, to educate people en masse, there is probably no other way to do it.

But the point is this. Educators, like everyone else, are subject to the law of role inflation. They have inflated theirs to the Nth degree. What they should do is get more realistic on their position in society and what they can do. But most of all, they should knock off the injurious practice of telling students that grade point average is a measure of how well they will succeed in life.

After graduating from college I went to work for a large corporation. I was a little wiser about the system at this point, but it did not dampen my spirits. After the brainwashing I got in school I was now a full fledged liberal. I knew, so I thought at this point, the way society should be: big government, big institutions, profit is evil, money wasn't important and I must be shown how to live life by certified experts from big institutions. And, all I had to do to get ahead in the corporate world was to work hard and have talent.

I thought in a few years I would create many inventions that people were eagerly willing to accept. They were going to pay me enough money to live a comfortable life and I wouldn't have to worry about anything. Boy, was I in for a rude awakening.

I was an eager beaver. I worked hard, put in overtime without pay, took work home, gave my everything. In a few years stark reality hit me. Here's what life is really like in a large bureaucratic organization. They are going to put you on a job, a small segment of the total job. What you do is so small you could probably train a monkey to do it. You are not going to get to do what you like to do. You are not going to be able to come up with an invention because it wouldn't be accepted anyway because of political reasons. You are not going to be in control of your own destiny as far as promotion is concerned. Also, I found that there are only about five jobs in a large corporation where you make enough money to even consider becoming financially independent. I also found these large organizations are slow moving, cumbersome and incompetent. It doesn't necessarily mean the people within them are incompetent. I can't say that. I was in them myself and many other successful entrepreneurs have come out of the large organization. Like anything else in large organizations, there resides the full range of the human spectrum of ability. Some people are competent, some people are medium competent, and some people are not. What does happen is you get many incompetent people in high level jobs such as described in the Peter Principle.

My views of large corporations, as stated here, were mainly views I had at that time. After being a businessman I am aware of a cold, hard fact. There's really no other way for these large corporations to run. The fact of the matter is this. If you want to be free and independent, in control of your own destiny, fulfill your talent, and so on, you are going to have to go into business for yourself. Nothing short of that will really do it. A distant second to that, which is a lot better than working for a large company, is to work for a very small company. As I mentioned at the start of the book, not all people are cut out for that. I'm directing this to the person who has a need and desire to be an entrepreneur. Some people fit well in a large organization. They don't want all the headaches of being on their own. If they're happy, all well and good. As mentioned, this book is directed to the person with entrepreneur characteristics. And I can tell you, he will never be happy in a large bureaucratic organization.

Each year of my tenure with my employer after college, the big corporation, I became more and more disgusted. I was being stifled. A ceiling was placed on how much I could achieve. Ingenuity, creativity, and overzealous work drive are discouraged in a large organization. It rocks the boat. A good percentage of the people are paranoid and insecure. If you accomplish something, they feel it reflects on them. Many people wonder why large research organizations in the medical

field, for instance, have not come up with the cures for the major diseases such as cancer, heart attack, etc. Politics, paranoia and insecurity are rampant in these organizations. Groups with political power in these organizations will stifle all other groups when it comes to creativity resulting in discoveries, inventions, etc. If somebody was getting close to a cure for a major disease, it would probably be stifled by the other people in the organization who are competing to see who gets it first. Add to this the fact that people in high places in these organizations are chosen by grade point average or how well they did in school. By using this erroneous predictive device, you have now reduced probability of any cures down to nil.

In the spring of 1969 I was given an assignment by my company that was going to make me a classic victim of this sort of thing. One of the many victims. I had developed a reputation for being an eager beaver and being innovative. However, I had been lucky in my innovations of the past. My innovations came on projects which nobody else was working on. The normal jealousy and competition did not enter the picture.

My job with the company was one of computer programmer and systems analyst with one of the operating divisions of the company. I was given the assignment to go to the research and development division of the company which was located in another town. I was to assist in a vast new project. The project had been moving much slower than expected and was heavily laden with problems. The project consisted of allocating resources and materials for nuclear reactors and power generation equipment. It was a pioneering venture. The system required a computer program that, as yet, no one had been able to work out. The program was a unique planning simulator. This simulator computer program would take the many activities involved in manufacturing a product and string them together into what is called a pert chart, as you have seen in previous chapters. A simulator program would be needed to take the tens of thousands of activities required for manufacturing nuclear reactors and power generation equipment for the multitude of orders placed with the company. The program would have to allocate resources for each activity and determine whether an activity was ready to be processed; that is, if it had no preceding activities. Then it would determine if a resource was available and if that resource was not already overloaded. If it was overloaded, the activity could be delayed along with other activities behind it—like a big spider web.

IBM had been trying to develop such a program for five years. Our research center had been trying to develop it for three and a half years, without success. The problem was you could not bring tens of thousands of activities into the core of the computer and search through all of them each time you tried to schedule one activity. To bring these activities in from peripheral magnetic storage devices and search the computer core would require days and weeks for the fastest computer program or the fastest computer to do. All the geniuses at the research center had already figured out they were going to be the ones to solve this problem. I was to be brought in for support help to do minor programming work, assist them and all that sort of trash. After all, they were the ones who the experts certified as being able to do these things. They were the high grade point average boys. They came out of the big

schools, etc. Well, that wasn't in my plans. So the big showdown had come, as far as I was concerned.

I had run across many good minds during my tenure in corporate life. These great minds were seldom in the place that the system said they were supposed to be. I had found more innovative ability and ingenuity among the blue collar workers on the shop floor than I had found in the so-called higher echelons at the research centers. But theorizing and then proving something are two different things. And now, proving it was at hand. High noon had come.

The first thing I did was to make it clear to everyone that I was there to solve the big problem also, and not to take on some menial task. This went over like a lead balloon. But I did finally manage to get myself to a position of being one of the people trying to solve the problem. They probably gave in because they figured I really wasn't that much of a threat to them anyway. After all, I didn't come out of the Ivy League. I didn't have a Ph.D.. What could I do anyway?

Well, I took this problem that IBM and the research center had been trying to solve for five years and solved it in three months. I solved the problem with the theory that I called the Interval Theory. The Interval Theory states that you do not have to look at the hundreds of thousands of activities in total each time you simulate it. You need only concern yourself with intervals of time. If you looked at only the activities which were in small segmented intervals of time, (other activities—way back in time—were not entering into the picture at that point anyway), you could write a feasible computer program that would schedule all of these activities in a matter of an hour rather than the three or four weeks that the other programs were taking. At the same time I also developed a unique and fast table search method. I was elated over my breakthrough, and naively I thought I was going to get a hero's welcome back at our division. Again I was in for the surprise of my life.

My breakthrough had dropped a political bombshell. When I got back to my division, I was told that my invention was going to be shelved. My boss back at the operating division, who had been elated with my work and said he would back me all the way, made a complete reversal. Somebody really must have come down on his back hard. Not only did I not get a hero's welcome, I was told they were considering firing me because I had been too abrasive with the research center boys in meetings towards the end, when they were trying to kill the project. I couldn't believe it. I drove home that day in a state of shock. I didn't speak to my wife when I got home that night. Little did I know this was a blessing in disguise—in fact, the biggest break of my life. It was the start of my escape. It was the last straw. It was the last impetus I needed to do something I was halfway planning to do all along—break away to freedom. This was to be day one in the life of Ben Suarez, entrepreneur.

March, 1970

To continue the events of this dramatic day, as I mentioned, I got home and didn't say a word to anybody. I had a basketball court in my driveway and that night some of my relatives and neighbors were coming over for a basketball game. I changed clothes quickly and went out to the driveway to practice and wait for the other guys to arrive for the game. As it turned out, rather than practicing I just stood in the middle of the driveway

bouncing the basketball. In the pits of depression and dejection I stood there in the middle of the driveway pondering my future. The first thoughts that came to my mind were getting another job. And then it hit me. Get a job, get a better job, get more jobs, create jobs, is all you hear. I thought to myself, "has everyone forgotten this is the free enterprise system, this is America, the land of opportunity?" The whole premise on which this country was founded was to make way for an entrepreneur—the guy who wants to go into an area he desires and start a new business on his own, be his own boss. As this thought struck me, the first person to arrive for the basketball game walked up the driveway. It was a relative of mine, Dave.

When Dave walked up to me, I turned to him and said "Dave, I don't know how I'm going to do it or what I'm going to do but I'm going into something for myself."

The next day I sat down and started to plan out exactly how was going to go about doing it. Then it hit me, what I was up against. I had no business experience nor did I know anything about business. Not only was I flat broke but I was heavily in debt. I was still naively in awe of all the big established businesses which were going to be my competition.

The first thing I did was make a fatal error that every neophyte who starts out in the business world makes. I started to think up a product to sell. Coming up with a product first is completely backwards from the way you should do it. There are people, even companies who have made this method succeed but the odds are astronomically against you. For everyone that succeeds, thousands fail. The sure way to do it is to first find a market and then provide the product. That way you get your odds down to about one in seven instead of one in ten thousand. But at this point I didn't know any better so I plunged headlong into trying to find a product.

April, 1970

After kicking around many product ideas, I finally settled on one. My first product was going to be a grocery service. It allowed the customer to order groceries by phone and have them delivered to his home. I felt the idea was just great and really got excited about it. Then I made the second horrendous neophyte error. I looked to acquire partners. For my partners I chose two relatives, Dave and Tom. I offered them each 15% of the business. I felt I didn't want them making the same mistake I did before I saw the light; going through all the nonsense of going to college and working for a large organization. My selection of partners was also a big mistake. They were both under 21 years old and still in college and had really nothing to offer. If you're going to take on a partner, at least find one that has something to contribute—experience, money or whatever.

May, 1970

We started a detailed feasibility study of the phone-in home delivery grocery service. I made up cardboard mockups of the grocery gathering facility to determine how long it would take to gather a person's order. We did simulated phone calls to see how much it would cost to take an order over the phone. We then did a detailed study of the delivery system; how hard it would be to find addresses, how long it would take to unload a truck, take a payment, etc. We didn't consider the biggest problem till last. That is, the groceries themselves.

My first lesson as a businessman was this: if you are new, nobody wants to talk to you. Nobody is going to give you credit. In fact, they just sit there and laugh up their sleeves. Everybody wants to deal cash up front. Now, later, I figured out ways to get around this. But for right now everything came to a screeching halt. We simply didn't have the capital to start such an operation. It would have taken at least \$100,000 or more to just initialize such a service. We heard a lot about how you could borrow money with no collateral and all that junk. There are many books about this. They are nothing but hogwash. First, banks aren't going to lend you money on anything except cars or buildings or savings accounts or bonds or triple A securities. They will do this for you but they'll also consume your time. It seems the bank officers want to look like big shots in front of people so they lead them on like they're going to give them a loan. They sit there and talk for hours and tell them it really sounds like a good idea. They make them go through a long, detailed process of making up personal financial statements and all kinds of detailed business plans including a five-year forecast. All the while they knew from second one they weren't going to give you a loan. There was never a chance of it.

So we went to banks and got turned down flat. That's after going through all the work of submitting financials and detailed business plans. Oh, one other thing, they make you wait a couple weeks for the answer as your application "goes before the board of directors". Maybe it does go before a board of directors, but I'm sure they use it for the entertainment portion of the board of directors' meetings to see which one of these new enterprises gets the biggest laugh.

All that junk you heard about going from financial institution to financial institution borrowing a certain small amount of money from each of them is also nonsense. Central records are kept on such activity. If you borrow money at one institution, the other institution knows about it. Venture capital is also a big joke. First of all, there is no such place you can even go. At least, I could never find any. You go around and talk to businessmen. They, too, are not going to put money into something risky. Even if you could find one, he would want complete ownership and control of the company and take the lion's share of the profits. At the time I thought this was unfair but after becoming older and wiser, I can see it is not. He who puts up the money takes all the risk and, in fact, is entitled to the lion's share of the profits. I also found out later starry eyed new entrepreneurs who have no money, but a lot of ideas and willingness to put in time and work, are a dime a dozen. And that's on a good day.

July, 1970

With the food delivery service down the drain, I now turned my attention elsewhere. Some of my relatives and neighbors and I had a monthly poker game. I was fairly good at poker and had it somewhat systematized. I realized I could systematize it in much more detail if I computerized the system. So that's what I did. I spent the whole month of July programming a computerized poker system. It applied mostly to stud games and especially to five card stud, the most skillful poker game there is. The system used, as variables, assigning power indexes to cards, assigning power indexes to opponents' cards, assigning power indexes to the number of players playing, assigning power indexes to the number of players dropping,

and a power index to the pot. All these were printed to make a computer program would tell you whether to bind them in which is the skill of poker. The computerized binding which down to a simple table of matching two digit numbers. Finding which had to do was add up the power index of your opponent's hand with a the power index of your cards, throw in the number of them. First. That and the number of duplications of your cards and opponents' cards. The pot size, we found, could be predetermined or predicted on an average. Then you could come up with a number that would tell you whether to stay or drop. Again I called in my partners for this project. We tested the project on our monthly poker game. In fact, we went to many other poker games to test the system. Did it ever work?

When we played in a game using this system, we won 95% of the time. It worked so well that if there were seven players and three of the seven were Dave, Tom and myself, all three of us would win and all four of the others would lose consistently. We then took every other poker system on the market and set up mock poker games with each of the seven people playing a different system that was already on the market. Our system annihilated these other systems. At last thought, this was how we were going to get rich. But playing neighborhood games with friends has two drawbacks. First, you don't play for enough money. Secondly, you find out that if you win all the time nobody wants to play with you. So we decided to go to the gambling capital of the world, where you can play for huge stakes—Las Vegas, Nevada.

September, 1970

We decided to test the method in Las Vegas. The way we would do it is this: since Dave was in college and could get student rates on airplanes, we would fly him to Las Vegas and have him test the system. If it worked, all of us would go out and play the system and get rich. Since Dave didn't have any money, Tom and I each put up \$100. This covered the \$70 plane fare and left \$130 for gambling and room. Getting \$100 out of Tom really took some talking. After the fiasco with the home delivery system everybody was pretty cynical. But we ended up doing it. I'll never forget telling friends and relatives about the venture. They just couldn't believe we would do such a thing. Putting up a whole \$100 and actually having someone fly to Las Vegas was beyond their wildest dreams. This was really an adventurer.

Anyhow, everything got organized. We dropped off Dave at the airport one fine Friday night in September. When he got there, he called to say he was going down to the gambling tables and would report back within 10 hours to tell us what happened. We waited with eager anticipation for his call. At 4:00 Saturday morning his call came. The results: he was just breaking even. After 10 hours of poker playing, that was the best he could come up with—break even. I couldn't believe it. How could the system work here and not there, where you have even dumber players who are drunk and out to have a good time.

We sat down and analyzed it and found the reason. He told us: (1) you have to pay an hourly rate for playing, (2) the dealer drags the pot, (3) you tip the dealer when you win. That's where all our profits were going. When you have somebody drag the pot, there is only one winner—the person who drags the pot. Although it seems like a small amount of money, it is not. The

pot drags and tips, plus the cost of playing per hour, we estimated to be at least 10% to 20%. Now 10% to 20% of the pot may not seem like much, but consider this: say the pots are averaging \$100 a pot. If 20 to 25 pots per hour are played, that's \$250 an hour or \$2,500 for 10 hours. There's no way you can overcome that. When somebody is dragging the pot, there is only one winner—the guy who's dragging the pot. So our lesson in Las Vegas is this: in Las Vegas there is only one winner—the house.

After this disaster I was told in so many words by Dave and Tom that they wanted no part of any more of my ideas. Tom lost \$100, which was horrendous to him, and he definitely did not want to lose any more money. But I wasn't about to give up. I was already acquiring one of the critical ingredients of success—be persistent.

October, 1970

I then got the idea for two more products. One would be a book that through the use of computerized tables and a plastic wheel on the cover, one could add, subtract, multiply and divide. The second idea was also a book. Through computerized tables one could figure out the mystery of compound interest needed when doing a budget or planning a financial future. Through these tables a person would be able to look up monthly payments, how much loans were costing and, most important, an answer that nobody seems to be able to come up with—not even banks: how much money you would have, figuring an average interest rate, after X number of years if you put away X amount each month. No, you can't even get the answer to this question from any bank you may call. In fact, I found to my surprise that nobody in the bank—not even the management—knew how to figure it out. This was one of my first insights into the fact that large bureaucratic organizations are not awesome or masterminds by any means. The fact is, they are run by a bunch of clerks that know only one small job.

I could not come up with a formula for compound interest to figure out monthly payments on loans, or how much money you would have in a savings account, interest included, after so many years. I couldn't even find it in text books. I even tried the bank, main branches of banks, New York City and what have you, and nobody there knew either. I swear, there must be one person isolated somewhere in the country who knows this formula and computes it for all banks and puts it on their computer to do the calculations each month for their depositors. I finally ended up deriving these formulas myself through mathematical computations. After many weeks and months of day and night work I succeeded in creating a program for the computer to produce these books.

The project kind of tied in to something I was already doing at work so I used the company's computer. At this time I again felt I needed partners and again I went to Dave and Tom to see if they wanted to join the venture. They were reluctant at first, but after they had seen all the work I had done producing these computerized tables, they decided to go along again.

December, 1970

Both of my partners were home over the Christmas holidays. We decided to expand the financial tables to form a more complete financial book. We gave instructions on how to

manage money and detailed instructions on how to use the book. We typed the material, using my wife and another relative as typesetters. We made a Xerox mock-up of these books and then took the camera-ready material to the printer to have a thousand copies printed. This turned out to be a horror story, in itself, which I will explain later. In the meantime, we took the books to banks to see if we could sell them to banks as promotional gimmicks—giving them away to customers and putting their names on them. They were duly impressed with the books because they contained information they couldn't even provide for their customers. But all they wanted to do was put a few copies in high schools and have a few lying around their desks so they wouldn't seem so stupid to their customers. Banks are not the last of the big spenders.

We then tried getting the two banks into bookstores. With this experience we would soon get big insights into the world of marketing. These books were truly good. They would help a person understand money, allowing him to add, subtract, multiply and divide as inexpensively as possible. People were especially impressed with the financial book. The computer tables were very unique. In fact, these are the same computer tables used in the money section of this book you are holding. Besides helping him to understand money, they would give him a big advantage with respect to knowing what he had to do to make money, etc. However, one day we were going to experience the way of the world.

We took the books into the biggest bookstore in town. It was also a newsstand. The manager was a hard, veteran businessman. He looked at the book, smiled and said, "Yes, this is a hell of a book. In fact, I'd like one myself (referring to the financial book). But, kids, as far as selling this to the general public, you're dreaming. Come with me and let me give you a little lesson." We walked out of his office to the point where we could see the magazine rack. He said, "Kids, do you want to know who your buying public is?" There were two men in front of the nudie magazine section. They were fervently engrossed in the centerfolds. He pointed to one of them and said, "See that guy down there? Now look at your book." He opened a page and, yes, the computer tables did look complicated. He said, "Do you see what he's interested in? That kind of stuff makes up 90% of his life. In the first place he doesn't care anything about money as far as how to accumulate it. He just wants to get it for what he needs. For the most part, he's poor. He's poor because he's dumb. His mentality does not expand further than that book he's looking at." As he popped open our book he said, "He's going to take one look at this and this is where it's going to go." And he threw our book into the garbage can.

We went home stunned. Maybe his point was an exaggeration. I don't think you can say that the average man is that dumb or has that limited scope of interest. But his interests and intelligence were probably not as high as I had estimated them to be. But there was no point in debating the matter. In the first place I didn't know what intelligence was, nor did anyone else for that matter. The point brought out was this: you have to know what interests the public. The public is lazy. Simpler things do attract them, and they are not going to buy something which causes them to work. They want something to fall out of the sky. They want magic. This is the lesson I learned at this point. But, I still did not understand. I really didn't feel it and I

thought there was a possibility that some of my prior thoughts were still right.

We did manage to get the book in a few book stores. I think we sold two copies in about three months. However, after being there only one month we could see they were not going to sell in retail stores. So the next thing I thought of was to sell them by mail. You can sell anything by mail, I thought. Was I in for another rude awakening!

A friend of mine at work, after we had gotten into a conversation on mail order, proceeded to tell me about a friend of his who had started a mail order business that was just going gangbusters. His name was Gary Halbert. He had come up with an idea of selling a heraldic report, that is, the history of a family background. He was using what amounted to a phone book list to sell the book by mail for \$2.00. "Gee," I thought, "that's how we should sell our book, the same way."

I got Gary Halbert's phone number from my friend and proceeded to call him.

February, 1971

I called Gary Halbert one evening during the week. I told him who I was, how I got his number and what I wanted to do with my books. His comment was, "You want to sell a financial book and a calculator book through the phone book list through the mail? You don't have a prayer." Well, I didn't agree with him at this point and I kept calling him for information on how to sell by mail. After pestering him with so many phone calls he agreed to meet me at his office, which was at the Akron-Canton airport.

Dave was home from school that weekend so we went to meet Gary Halbert. We showed him our books and he looked on them with even more disgust. He said, "I don't like your product but I will give you advice which I normally don't do. Since you've done this much work, it tells me that you guys are serious. I like the fact you've gone this far and actually did a lot of work putting in a lot of time and effort. But, dump these two products and let me tell you something you can start making money on right now. Put an ad in the paper which says 'Astrology Party, Taurus Only'. I just came from a speaking engagement and a woman was there doing that and she was making money hand over fist."

I thought there was no way I would do something like that. I was the pure scientist type who scoffed at such things as astrology. I knew nothing about the subject nor did I want to know anything about it. So we thanked Gary Halbert for the opinion, and I still thought I was going to sell my handbook computer and financial guide by mail. The next thing I was going to do was put together 1,000 of these handbook computers and family financial guides and put out a direct mail test. (What I should have done was check the market before I went through all the work of printing these books and putting them together.)

Getting 1,000 books printed was a real horror story. The printer, sensing he was dealing with real neophytes, took our job and kept it around as fill-in work. During those times I heard every excuse a printer could come up with. "I had to reburn my plates." "The press broke down." "The paper won't take the ink." You name it and we heard it. It took three months

to get enough copies—enough pages, that is—printed to make up 1,000 books. But it still wasn't over. We had to bind them in some way. As another mistake, I went to plastic binding which involved punching holes in the pages and wrapping them with a plastic spiral binder. Not only that, we had to collate first. That is, put all the pages in sequence before we could even bind them.

A thousand books doesn't sound like much. But there were several hundred pages for each book. You can't imagine how much bulk that is. We spent three months putting these books together. My house turned into a factory. We hired neighbors and other help to put these things together. Each night my relatives and whatever neighbors we had chosen would stream in. Boxes would be stacked all over my basement and family room of my house. Long tables were stacked with pages of the book and punching equipment.

We did have a fairly good time during that period. We had drinks and chips and we would party and joke around. However, in a few months it got old, especially with my wife. Our house was not only a mess, everything was being worn out with all this traffic. But we did get all the books put together. And now we were ready to test the direct mail promotion. I had been writing the direct mail promotion for these books all along and it, too, was ready.

July, 1971

We were going to mail out 2,000 letters. Now we needed a mailing list. I was going to use the phone book list just like Gary Halbert. This was going to be my next big education.

What it amounts to is the phone book list is the worst possible list you can go to, and almost impossible to make work. In fact, there are only two promotions that I know of that worked through a phone book list. The first is Gary Halbert's. The second is one I came up with much later, which was a Bicentennial flag promotion in 1976. Other than that I know of no others. And the only reason these two promotions worked was they were very powerful and very personal promotions. They went out and grabbed the customer by the throat.

Back to the present, now I was going to try two products which really had no market and I was mailing to the worst possible mailing list. I made one other huge error that all neophytes in the mail order business make. I wanted to personalize the letter so I used the method Gary was using. I chose the name of Miller and made all the letters read: Dear Mr. Miller. Miller is the biggest surname. The Miller's in the country must receive a letter from every new and naive entrepreneur that ever comes on the scene in mail order. So on top of the fact that we're talking about the phone book list, which is the worst list, the personalization in sales letters to Miller's go right in the waste basket because they are usually inundated with them.

So, anyhow, we went ahead. We got the direct mail promotion printed. Then we sat in our family room, licking stamps and envelopes and eagerly anticipating all the results we were going to get. Everybody was talking about a 10 to 50 percent return on such a good product. "Gee, this looks so good, they've got to buy it. Look what a great product it is." (Everybody is in love with their product.)

As we sat around talking, we were sure we would pull at least

10 percent. Each mailing piece then cost about 13¢ to mail. If we even got 10% response (that's if we mailed 10 letters for each order pulled), that's 10 times 13 so the advertising costs per order would only be \$1.30. Now the book, we calculated, would only cost us \$2.00. And that included postage. Our total cost, then, was \$3.30 per order at a 10% response. The customer pays us \$10.00, so that's \$10.00-\$3.30 or \$6.70 profit for each order. Now, we continued, there are 50 million households in the U.S. Ten percent is 5 million. So if we sold 5 million books, times \$6.70 profit per book—wow, that's \$33,500,000 profit! And that was a low estimate. Man, we were going to get rich!

We started preparing for all our orders. You usually get your first returns after mailing a direct mail promotion in four or five days. Low and behold, on the fourth day we got an order. Hurray, we thought, this was unbelievable. I'll never forget my wife and I sitting there saying, "Gee, somebody bought our book—really fantastic!" It really does give you a good feeling to produce a product and have somebody actually buy it. Then the letdown came.

Day after day passed. No orders. In fact that was the only order we ever got. Two thousand letters mailed, and one order. We were in shock. We had made one slight miscalculation. Instead of having to mail 10 letters to get one order, for a cost per order of \$1.30, we would have to mail 2,000 letters to get one order for a cost per order of \$260. Add to that the \$2.00 cost to mail the book and you've got \$262 as a cost per product. The customer pays you \$10.00 so there is a net loss of \$252 per book—not a very profitable business.

The lesson is this—you can't sell just anything by mail. In fact, I was going to find selling something by mail order at a profit is the most difficult thing in the world. When you do, it's like the eighth wonder of the world—unless you know how—and I mean *exactly* how. The fact of the matter is this—70,000 mail order entrepreneurs start up each year, and only one makes it. That's a success ratio of one in 70,000. Sell anything by mail? Hardly. I found I was lucky to get my one order. A lot of entrepreneurs mail out 10,000 pieces and never get one order.

I met with Gary Halbert and told him my results, then sat down and listened to an hour of, "I told you so." But he went on to give me another good lesson in direct marketing, or selling of any kind for that matter. He said people don't realize how hard it is to sell something. People are inundated with sales pitches every day. They don't care about you and they don't want to listen to you. They don't want to buy anything. He said few people know just how difficult it is to sell, period—especially by direct mail, where the customer can't see you, can't see the product and doesn't trust direct mail to begin with. Sending his hard-earned money through the mail to an unknown company for an unknown product is something very difficult for anyone to get him to do. He then proceeded to tell us that in order for you to get the customer to do this you must have a very strong promotion. Not only are you getting the resistance to sending in money to an unknown company for an unknown product, he said, but it's a lot of work to fill out a check, get a stamp and envelope, address it, seal it, and take it to the mail box. The point? If I was going to sell something by mail and have it be profitable, it would have to be a promotion that would make the customer want the product so badly that he would walk 10 miles through a blizzard in order to mail his order. Again he

said, "What about that astrology party I told you about?" At this point I was a lot more humble and a lot more desperate. Maybe I could lower myself and sell an astrological product after all.

All through this time I had been reading every marketing book I could get my hands on. Gary Halbert recommended many great ones to me such as Robert Collier, Victor Schwab, Claude Hopkins and others. I would drive hundreds of miles to get these books. They were not in local libraries but I was able to find a library that did have them. One other tip given to me by Halbert was if you really wanted to know how to sell, you should be a door to door salesman. So during this period I spent part of my time going around with an encyclopedia salesman named Duane Harney. Duane was one of the boldest salesmen I had ever seen in my life. He would make cold busts on doors early in the morning when people were still sleeping. He would go into an apartment house and if somebody wasn't home at one door, he would go down all the doors knocking and banging on all of them till he found someone awake. I swore I thought we were going to get shot one day. We were going out to a house on a lead where he had a person's name and address. As we approached, the man of the house was pulling out of the driveway abruptly, obviously upset at something. As the man drove toward us, Duane waved his arm out of his car window and stopped him. The man asked him what he wanted. Duane said, "I was given your name to see you about something important." I thought to myself, "oh, my God, this guy's going to kill us for sure when he finds out he is an encyclopedia salesman." But, to my surprise, not only did we not get killed, but the guy bought a \$500 set of encyclopedias.

September, 1971

I had been pondering for several weeks everything that had happened to date. All the things we tried had failed. Then there was Gary Halbert's suggestion about the astrology party. I could see astrology had the market, and I was beginning to develop such concepts as knowing what a market is. I didn't like having these parties. It seemed to be a slow way of doing it, and you would have to have too many people involved. One night, as I was lifting weights in the basement, my first smart and successful marketing system rolled out of my head like a computer printout. I had developed my first crude form of what I called a net profit generator system. Most people in business will talk about markets. Some will say it's their letters and promotions that sell things. I could now see it was a combination of many things. In order for something to work, you had to have a market, a product to fill that market and you had to get your message out through a medium, where you hit the most number of people in your prospective market.

Not only that, but you had to have a systemized plan. I knew you had to be persistent and I was beginning to see what it takes to get things done. I was beginning to see when you start doing something, you learn quickly and things start falling in place. So the pieces of the net profit generator system were starting to fit together. The first thing I was going to do was put together my NPGS-I the astrology club. First thing that rolled out was how to take advantage of the astrology market. There were all these people in the country interested in astrology. They would probably want to join a nation wide astrology club.

I had doubts, myself, at this point about being a copywriter. So I went to Gary Halbert with my astrology club idea. He thought it was a good idea but he agreed I wasn't a very good copywriter. This point turned out to be a most erroneous conclusion. But at this time I wanted to do things the right way. He said he had a friend who could write a letter for me for a cut of the action. He would write a letter that could be computerized. He also had computer letter facilities that I could use.

October, 1971

We had a computerized letter written from a rough letter on the astrology club I had written. We acquired a 2,000 test list from a mailing list broker from a list of about 60,000 people who were interested in astrology and had already bought astrology books. When we mailed the 2,000 letters, they just broke even at 3% pull. This, of course, was not good enough.

One night, again while lifting weights, another blockbusting idea hit me—an idea that was going to make me a lot of money. It was a direct mail technique to increase response. My idea? Instead of a computerized letter, I would give the letter an even more personal effect and really make it stand out from other mail. My idea was to personalize the letter without going through computerizing it. I would make the letter look like a memo. The top part would be filled out by hand. The bottom part would be the message portion, headed by the word “message”, which would have a letter that looked like it was produced on a typewriter with no closing or signature. The person's name and address and the signature would be at the top. The letterhead would have the name and address of the company, say “memo to” with lines to handwrite in a person's name and “from”, with a signature of a person.

I elaborated on the club letter. I thought the first letter was too short and did not have enough goodies to inspire the person to order. I put my letter with my handwritten memo concept together and mailed out another 2,000 to the same list. What a difference. We doubled the response. The letter pulled 6%, with a break even of 3%. Finally I had struck paydirt. My NPGS system was working.

Simultaneously with this astrology club promotion I was doing several other promotions. First, I was still trying to sell the family financial guidebook to banks. The second thing was a deal with a camera company for a beginner's photography kit which would retail for \$100. The third promotion was for a catalogue scheme we had seen in one of the income opportunity magazines.

Now the bank promotion and the camera promotion failed miserably. So did the catalogue, but that's another story I would like to relate here so you don't get trapped by this con game. The catalogue scheme is a company which tells you they have all these tested products in their catalogue and, they not only provide you with a catalogue, but they also provide you with a mailing list of good prospects. They print your name on the catalogue and all you do is mail it to these customers at your expense, send them the order for the products, and they fulfill them. Sounds great, huh? We purchased these catalogues at a horrendous cost of \$1.00 apiece. I mailed out about 2,000 of these things and got one order. This thing is about the biggest hoax I've ever seen.

So we stuck with the astrology club promotion. We now laid plans to acquire the rest of the mailing list of 60,000 and mail out our club promotion to it. I gave the club a name—The American Astrological Association.

December, 1971

The American Astrological Association was born December, 1971. During this period Gary Halbert, with whom I had developed a close friendship by now, was on the verge of selling his interests in the heraldic company in which he had a partner. He had come up with the idea and the promotion. He and another man, who put up the money for the venture (\$10,000 each), had 50% ownership. As all good partnerships go, they started to fight amongst each other and felt it was best that they split up. In December they finally reached a settlement and Gary sold his 50% share of the company to his partner for \$750,000 plus some other fringe benefits, such as using the mailing list.

Upon selling his interests in the company, Gary wanted to start his own company to sell a book he had developed while he still had part interest in Halbert's. The book was called “How to Get What the U.S. Government Owes You” and he was going to launch his new company with this book. Simultaneously, my tenure with the company that I had been working for all this time had become unbearable. Since the big letdown of March of 1970, when I decided to go into business for myself, my career with the big company was over as far as I was concerned. However, during this period I was given a new assignment and had worked my way up and was in good graces with the company again. In fact, even with a half effort the new assignment they put me on with another division of the company came out well and I was in line to be promoted to systems manager of this division—my own office with a secretary and all that junk. Although I wanted out, all these glittering things the company offered were giving me some second thoughts. Meantime, Gary had always known that I had wanted out of there and at this point he was looking for a manager for his new company.

It was around Christmas time when we were driving around in the car one Friday night pondering the matter. He had already set up an office in Ft. Lauderdale, Florida. Another friend of his was running it, but he still needed more help. He said Sunday he was flying down to Florida to help organize the operation. He wanted to hire me as a manager and he wanted me to fly down with him that Sunday. I was to quit my job immediately.

This shocked me at first. The thought of it seemed unthinkable. We went back to his house and had a drink. He got irritated at my reluctance and gave me this sermon. He said, “What the hell are you afraid of? Don't you have any guts? What the hell do you have to lose, anyhow? Are you going to work for this big company with a ceiling over your head, work for forty years, earn a meager salary, struggle all your life and have a gold watch and no money in the end? What do you have to lose?” Even with my new promotion, the job was still unbearable. Each minute in that place seemed like 10 hours. I would sit there and watch the clock all day. Most of the job was busy work. I was working on a project that I knew was being done for political reasons and all my work was not going to be used anyhow. The most sickening feeling I had by working for a

company was that I always felt that if I didn't show up for a few months, I would never be missed.

So after about the third drink there in front of the fireplace I could see what he was saying was right and I made the big decision. I was going to quit my job and work for Gary Halbert at the same salary I was making at the big company. But I would be doing work that would be related to something I like to do, and I would only work for him long enough to get his company going and then go off on my own. That night I called my boss to tell him I was quitting, but I decided to have a little fun. Both of us knew the project I was working on was simply a political football to determine if the division I was going to be working for needed a computer or not—all the while they knew they weren't going to give the division a computer. So I called my boss and said, "I'm tired of all this hem-hawing around and waiting for this computer order to get through." I wanted a computer in there by next week or I was quitting.

My boss couldn't believe his ears, that I was talking in such a manner. He became infuriated and threatened he was going to fire me and all that, and I was to come in and talk to him Monday. I said I couldn't do that because I was going to be in Florida Monday. Then I hung up.

Saturday night my wife and I were invited to a party with some friends. I told everyone about my decision. You could see the astounded looks on their faces and the whispering. They thought I had surely gone insane. But Sunday, late in December, there I was flying to Ft. Lauderdale, Florida, on the first day of my job as a manager of Gary Halbert's new company. I'll never forget it.

Gary had an apartment there overlooking a famous marina. I've never seen so much wealth. These people didn't have just yachts in Ft. Lauderdale. They looked more like destroyers. I can remember standing on the balcony overlooking all this wealth and condominiums and yachts—the good life and all that sort of rot, and saying—"Hey, these people aren't from another planet. If they can do it, I can do it."

There were many other experiences from that trip. We went down to the Florida Keys and brought up Gary's houseboat, which his father was keeping for him in Marathon in the Keys. I found out people are different in every part of the country. For instance, they say in the Keys, "nothing works and nobody gives a damn." It's nothing to pull into a gas station or a grocery store in the middle of the afternoon during the middle of the week and to find out it is not open—the guy has gone fishing.

Bringing the boat back up the intercoastal waterways was also an experience. Prior to this I had been to a few other places out of Ohio in my life. I'll never forget stopping overnight, bringing the boat up at a place somewhere in the Keys called Alabama Jacks. I had intestinal sickness that day from drinking the water. It was closing in another half hour and we bought some food. It was the filthiest place I had ever seen in my life. The patrons looked like they had been pulled right off the Barbary Coast. Gary's other manager, Bill, was along. When buying our food, he flashed a big wad of bills which all these low-lives looked at, knowing we were going to be docking the boat there overnight.

The place closed and it was total darkness. Gary and Bill and

I stayed up late drinking beer and looking up at the stars. At three in the morning they fell asleep. We went down to the bottom of the boat and they fell asleep. With my sickness, I couldn't sleep. I'll never forget sitting up there all night hearing beer cans fall off the top of the boat, wondering if it was one of the low-lives coming in to slit our throats.

January, 1972

I started running Gary Halbert's operation. What I did mostly was coordinate the testing with direct mail promotions for his "How to Get What the U.S. Government Owes You" book. This would be my first encounter with the law of role inflation. It would occur within me. Even though Gary was putting up all the money, developed the product and wrote the direct mail promotion, somehow I felt just because he wasn't around and I was putting together the promotion and doing the mechanics of the work, I was the company and without me he could do nothing. I was to recognize and remember that situation later when I saw the law of role inflation come up with other people who worked for me then.

February, 1972

I needed more help at Gary's company and I talked Gary into hiring Tom, who had been going to school and working for an ice house in town. All during January and February, in my off time, I was engaged in retesting the mailing list that had worked for my astrology club. Tests were working.

March, 1972

We rolled out the entire 60,000 mailing list for the astrology club. I remember we were so far in debt, all the profits went to paying off all our old bills. We needed more capital to test about 10 other astrology lists that were also available on the list market. So we went around to all our relatives, aunts, uncles, etc., laid out what we had done so far and asked them if they wanted to put up capital for the company. We got laughed out of the room. We went to friends and made the same pitch. Again, they laughed at us. Everybody thought we were crazy, insane. "What's the matter with you?" they would say, "you can't do these things. Only a certain breed of people do this. You're the working class, you're another class of people, you can't do these things. Success and riches are for another breed of people, not for you and not for us."

So, if we were going to capitalize ourselves, the money was going to have to come from the three partners. Between us we managed to get a surprising amount of money for being so broke. We did it like this. I put in the lion's share of the capital by taking out a second mortgage on my house, for which I got \$6,000. Then I borrowed \$6,000 from my father and personally guaranteed to repay him the money. So my contribution was \$12,000. Another relative lent us \$5,000. Tom put in his savings of \$2,000. Dave got a student loan for \$1,500. The total was \$20,500. Now all during this year when we were implementing the astrology club idea, Dave had been in school. We finally told him he either quit school or he would have to drop out of the company. We would just give him his money back. After seeing the first rollout work and the second test show good signs, he decided the money was there and he quit school. With the acquired capital, we put together a 10-list test for the astrology club.

ay, 1972

During this month the results from the 10-list test were coming in. Also during May we developed a method for another product which we called Astro Parch. This was a parchment that could be hung on the wall. It had an artistic drawing of each sun sign and about 700 words about the sign. We were going to sell this product retail.

June, 1972

All lists had been tested. We found that 30% of the 10 lists worked. We also found that the Astro Parch test in retail stores worked. Now, with all this going, I made another business mistake. I introduced another product. The newspaper in town had been on strike for two months and readers were clamoring for such things as classified advertising. So during all this, I decided to develop a magazine called Bargain Hunter's Preview. It listed a number of things, mainly classified advertising, in which the customer paid only if he sold the product.

July, 1972

We rolled out the test lists that had worked for the astrology club and went into the production of Bargain Hunter's Preview magazine. The magazine was a real nightmare. Again, as a neophyte, I completely underestimated the work that it would take to do such a project as producing a magazine. After a month of day and night work, we were coming to a deadline with the magazine. It had to be printed on time because it contained dated material and it looked like we were never going to make it.

To meet the deadline, all of us had to stay up three days and three nights straight. I remember at the end being so weak I was shaking, standing there doing paste-up and gathering material together. We went all out with the magazine. We advertised on radio and arranged to put it on all the newsstands.

As the magazines rolled off the press, they did look very, very impressive to say the least. It looked like all our work would be worthwhile. The theme of Bargain Hunter's Preview tied into the gay nineties. So when Dave, my wife's brother and another relative distributed the magazines to newsstands, they dressed up in gay nineties costumes and had a loudspeaker on top of a rented truck playing the record, "Happy Days Are Here Again".

This was another insight into marketing and human nature. When I asked what kind of crowd reaction they got to it, they said, "we were dressed up in gay nineties costumes going down the road with this truck with the loudspeaker playing 'Happy Days Are Here Again' and most people didn't even turn around to look at us." We made the conclusion that most people today walk around in a coma. You're accomplishing something if you just get their attention.

Bargain Hunter's Preview was a success on the newsstand. In fact, the central distributor there said it set a record for a new magazine. However, the magazine had depleted most of our capital and we did not have the money to keep it going. Even though it set a record, we still lost money. But the magazine was an invaluable lesson—it taught me what it takes to get a project out and how many details and logistics problems that each idea generates.

In the meantime we had also been rolling out to one-half of the astrology lists that had tested out. These lists were not making as much money as we expected because we were learning another lesson: people who rent you lists give you the best names first, that is, the most recent multiple buyers or people who respond the best. So our rollout percentage was well under the test percentage, but it still pulled a moderate profit.

Also, at this point I could see that I was not going to do my business justice and still work for Gary Halbert. The fact is, especially during the last few months, I devoted very little time to his work and was being unfair to him.

September, 1972

During the summer months we had moved the business out of my house and rented a house about a mile away. We got Tom to live in the top part of the house, rent free, and put the business in the basement. This move created another lesson in human behavior.

My house was a wreck, the carpeting was worn out, the walls were beat up and dirty and my wife was at the end of her rope as far as her sanity was concerned. I didn't have the time to at least paint the place to make it look decent, so I asked my other partners if it would be all right to take a few hundred dollars out of the company to have painters come in and paint the walls and straighten the place a little. Of all the audacious things. After I had put up the lion's share of the capital for the company, had done 80% of the work, all the ideas had been mine and my house was used, they had the guts to turn me down. They said if they didn't get to take an equal amount out of the company, I couldn't have it either. This resulted in a very nasty argument and some very hard feelings, needless to say. In fact, it was the beginning of the end of the partnership—even though the final end would not occur for another year or so.

The law of role inflation had set in with Dave and Tom and, in fact, was entrenched. To give you an idea how far people will go with role inflation, Dave was under the opinion that he was the one responsible for starting the company. Now listen to this for inflating your contribution. He said he remembered at one time, way back when, when the company first started, that he mentioned to me the father of a friend of his said that it was a good idea to go into business for yourself. Therefore, the mention of it to me meant he started the business. That was the furthest I had ever seen anybody inflate their contribution. How anybody could conceive, after all that had transpired, that he was responsible for the business because of a passing remark which I didn't even remember, I can never figure out to this day. Even though they had contributed the least amount of money, and had not contributed one single idea or written one piece of promotional copy that pulled a profit, they still felt they were the company.

With all this going on, I felt it was best that I get into the thing full time, especially to watch over these two.

This move was also a traumatic experience. For now, I was truly and totally off on my own. This month we were going to roll out with the remaining parts of the mailing list that worked, knowing all along they weren't going to bring in enough money to sustain us very long. I still felt I could come up with other ideas and that I had the formula to come up with other profit-

making promotions that would work. The first week was very scary.

We immediately rolled out with a second half of the list that worked and, being in business this long, I knew that anything could go wrong. If the economy was bad, people would not buy as well, among other things. I'll never forget driving to the post office to pick up the mail. I was flat broke, heavily in debt, living from day to day on what came in the mail. The mail wasn't good that day. It was a disaster, especially from the standpoint of projected results. It always seemed that when I drove to the post office, every bleak morning, that same eerie song would play on the radio. The song was called "The Train They Called the City of New Orleans". For some reason it seemed to represent what I was doing—off on my own, out in the streets.

October, 1972

During this time, when we were selling all these memberships to the astrology club, I was starting to learn a very important fact through the feedback of customers. What these people really wanted was horoscopes. I didn't even know what a horoscope was.

Astrologers around the area had already been contacting us to seek work. They were on the mailing lists we were mailing out to. This is how they knew about us. So I started talking to a few of them and found out just what a horoscope was, and what I had to do to produce one. The first thing I found was there was a big company on the East Coast that was producing a computerized horoscope.

So we contacted them to see if we could sell their horoscopes to our customer list. It turned out they wanted too much money for their product. But, in the meantime, we did find out they had the biggest list of astrology buyers in the country: 150,000 people who had paid \$20.00 for a computerized horoscope. They were going all over the country with this product.

We kept persisting with the negotiations with them in order to rent their list. We finally worked out a deal. If we bought their product and mailed it to our list, they would have our customers; therefore, we should be allowed to mail to their customer list. They agreed with this and the first thing we did was immediately set out to mail the astrology club promotion to a large test sample of 10,000. We did this because we wanted to roll out immediately if it worked. We didn't want to mess around with testing again. So we secured the agreement and tested 10,000 names of their list. Did the results ever come in? Of the 10,000 names we tested we pulled in 1,000 orders for a whopping 10%! Wow, this would make us well. (We were still in debt for Bargain Hunter's Preview and just keeping our heads above water by the meager profits from the astrology lists.) Then we made another of our many fatal mistakes. We figured the most we had ever seen a list drop was 50%, with respect to the first test and the ensuing rollout, so we figured even if it would drop to 5% we would still make a profit. Boy, were we in for a surprise.

We rolled out with the entire list of 200,000 names at a cost to us of about \$50,000. The response we got was a disaster. What they had given us for our 10,000 test was a ringer sample. In the test we got 10,000 names of their most recent buyers. The more recent a buyer, the more he will respond to a similar offer; also,

the more recent a buyer, the less undeliverable mail you will have because of people moving. Few people know that 20% of the population moves every year.

Now if you mail first-class to people who have recently moved, the mail will be forwarded. But succeeding years after that the mail will not be forwarded. This mail will be returned to you as undeliverable. These undeliverables are called "nixies" in the trade. How the word "nixie" was derived I do not know.

We mailed the list on the Monday of Thanksgiving week. On Friday we would pretty well know where we stood on the mailing. That Friday, right after Thanksgiving in November of 1972, would in the future be known as "Black Friday". When the mail came in, instead of our projected response of 10%, we got a response of 1½%—an 85% drop in response. Also, instead of a nixie rate of less than 2%, as we had experienced in the test sample, our nixie rate was over 13%. What they had done, as mentioned, was given us a list of 10,000 of the most recent buyers. The remaining list—200,000—contained the majority of names that were four to five years old.

This was truly a disaster for our infant company. At best, at this point, we had just barely gotten our heads above water. Now we took a staggering loss of almost \$40,000, which we couldn't possibly sustain. We had no on-going product. This was really the last workable promotion we had without taking the time or money to develop another one. So there we were, \$40,000 in debt and with no other established means of acquiring more money. This looked like the end—bankruptcy, hardship and humiliation.

I'll never forget that day. It seemed as though the world had turned against me. We had it set up for friends and relatives to come over that evening and work in my basement to help fulfill all the orders we thought we were going to get. All my relatives and other people associated with the company came down on me. I thought I was going to get stoned, or tarred and feathered, and run out of town on a rail. "Who do you think you are?" they would say. "We told you this crazy scheme would never work. You can't go into business for yourself nowadays. You're a common working man, you're going to work all your life. If you are not born rich, you are not going to get rich. We were crazy for ever going along with you on these 'pie-in-the-sky' schemes of yours."

At this point everybody was going to quit. Dave was definitely going back to school and do things the regular way, the orthodox way. Tom was going to do likewise. When everybody left that night, I think I experienced the most dejected moment I ever felt in my life. You know when enough people tell you you're crazy, sometimes you start wondering yourself. But disaster—having your back against the wall—or whatever you want to call it, has a way of bringing out the best in many people. That night I picked myself off the floor and regrouped. In fact, at that very moment I became a vicious animal. I was not going to lose and I was not going to be beaten. I literally was engulfed with rage. I was going to succeed. The established successful people did not come from another planet, I still felt. I could beat them, and I was going to beat them.

The next morning I buckled down to work as I had never buckled down before. And that day I came up with two

marketing concepts that were going to make direct mail history. That day I conceived a direct mail promotion that would pull a response that would rival any past direct mail promotion, and a direct mail space ad that would come to sell one of the highest number of products in the history of direct mail. The space ad would also become one of the best known and one of the most imitated. The space ad I conceived that day was "Astrology Today," which sold the \$3.00 computerized horoscope—the ad that would run in so much circulation for so long and so many times that you could walk up to just about anybody on any street in America and ask them if they had read "Astrology Today", and they would say "yes". This concept was to go on and sell over two million \$3.00 horoscopes. The direct mail promotion tandem was to go on and sell over 500,000 \$10.00 horoscopes as a follow-up or a back-end promotion.

After I conceived these two concepts, my friend Gary Halbert called me. He knew of our disaster and called to tell me that he was just reading an article in Time magazine about a great company—the company who put us in this mess.

He was telling me what a huge and successful company they were—that they had hired what they put forth as the world's top astrologer to do their computerized horoscope, and that with her they would now do a nationwide tour of the television talk shows to sell their computerized horoscope in the major department stores across the country. Gary was really in awe with this seemingly invincible, good company. I then told him these words, "Yes, it does look like they are doing well, but it is too bad that I am going to have to put them out of business." Gary went crazy. He said, "You have truly gone insane, you have delusions of grandeur, you are so crazy I don't even want to talk to you," and he hung up. Little did anybody know at that point, including Gary, that five years hence my prediction would come true. Not only was I going to run this company out of business, but I was going to buy them. Incredible sounding, isn't it? But true.

The genius behind this computerized horoscope is Bernard Gittelson, now a good friend of mine. Bernie Gittelson is also the creative force behind the computerized diet, which we marketed, and the prominence of biorhythm across the United States. With the computer horoscope, Bernie had one big anchor around his neck. He was doing it in conjunction with a large company. It would be only a matter of time before the bureaucracy of this large company would bog down this product. This is why I say, contrary to popular belief, when there is a struggle between a large company and a small company, it is usually the small company which has the upper hand. Bernie later divested himself of this large company and went on his own. He is doing quite well.

Stop here and note the point being made. You can do anything you want to do if you put your mind to it and want to do it bad enough. There isn't anybody that is immortal. There isn't anybody you can't beat. But, when you start out on such a venture, everybody is going to think you're crazy. You have got to believe in yourself enough to stick to it, persevere, and tough it out.

Here are the descriptions of two concepts that were conceived. First, the space ad "Astrology Today". I knew that astrology had a large market and I knew these people wanted

horoscopes. I knew that other companies had already successfully sold \$20 horoscopes. My concept for the Astrology Today promotion was this: Take the \$20.00 horoscope product and break it up into two parts. The first part would be a less detailed \$3 horoscope and the second part would be a more detailed \$10 horoscope. Make the "front-end" ad (Astrology Today) look like an editorial in a newspaper. Although this was not my original concept, I had read that these types of ads pull 80% better than other ads. I can't understand why everybody doesn't use this format. Make the ad read like a research paper, with quotes from books and the whole bit. Show that famous, affluent people of the world use the product. Make the product part of a research program to give it a more exotic flavor.

When you fulfill the \$3.00 horoscope, give each individual part of his more detailed horoscope, showing how unique he is, and tell him how he can get the rest of his more detailed horoscope.

December, 1972

During this period, again we were being inundated by calls from all over the country from astrologers who had heard of our club through our mailings. They either were denouncing us or wanted to work for us. One of the astrologers who contacted us lived in nearby Cleveland, Ohio. He made a pitch to become our head astrologer. At this point we knew little about astrology, ourselves. He was able to give a pretty good snow job on how much he knew about astrology. We toyed with the idea, in fact, we had him do some work for us. Little did we know of the devious things he had on his mind, like moving in on the company. We were not incorporated at that point. Without our authorization he went and reserved the name of the American Astrological Association for incorporation in the state of Ohio. Later, this would result in a court case to settle the matter.

About two weeks after Black Friday my two concepts were pretty well formatted and outlined. I showed the concepts to Dave and Tom and this got them to settle down somewhat with respect to giving up all hope. Dave looked at my Astrology Today concept and got what he thought was a brainstorm of his own. Why not give the \$3 horoscope away in classified ads and then use the \$9.95 horoscope concept to sell to the people who sent in for the free horoscope. We had tried the free concept earlier in the summer with the Astro Parch product and it did meet some success. So as to a spinoff of Astrology Today, Dave wrote a short classified ad and placed it in a nearby town.

The response to the ad came in impressively well. If we could get enough people to respond to the \$9.95 larger horoscope on the back end, it seemed as though we could make a big profit. So the plan was this. I was going to write the Astrology Today promotion. I outlined the \$9.95 promotion to Dave in enough detail that he could sit down and write the promotion. Then we would attack the problem from both angles. We would do the free classified first, then the Astrology Today.

Then another idea hit me. We had already acquired a list of 14,000 astrology club members. Why not mail this \$9.95 promotion to them. It seemed ideal. That would seem the quickest thing to do to pull us out of our bind. So in priority the push would be first, to get the \$9.95 promotion through; then move on to the two others.

I sat down with Dave and went over the promotion in detail. I wrote part of the letter and then showed him how we should make twelve separate letters, one for each sun sign, and direct it personally at the person according to his sun sign. Dave was to finish the letter and research the sun sign as to what things he could say in the letter that would inspire each person enough to buy a larger horoscope on himself.

January, 1973

At the start of this month another idea hit me—another promotion to our club members. It consisted of a plaque selling for \$14.95 that contained a picture of their sun sign and honored them as members of the American Astrological Association.

I started working on both projects simultaneously, Astrology Today and the plaque promotion. In the meantime Dave completed the \$9.95 promotion and it was ready for a test. We ran a sample test to our astrology buyers to see if the \$9.95 promotion would work. Thank goodness, it did work, even beyond our wildest dreams. The test showed it was going to pull 33% to our customer list of 14,000. This amounted to almost 5,000 orders coming to us, plus a remailing—which we called a carbon—that would net us a profit of \$50,000 and bring us out of the hole. With all due speed we started the preparation for the rollout of the \$9.95 horoscope promotion.

Meanwhile I also completed the plaque promotion and tested it to our list. Lo and behold, it worked too. It pulled about 15% to our list. Since it was a higher price of \$14.95, it would also pull the same profit as the \$9.95 promotion. That was \$50,000. At this point we were exuberant and celebrating, even though we were still far in debt.

But we still had to come up with the money for the rollout for these two promotions. We did manage to come up with the money—how, I don't know—through credit from suppliers and scraping together enough money for postage.

February, 1973

We dropped the \$9.95 horoscope rollout to our Astrology Club members. That netted \$50,000 profit. We then geared up to do the rollout of the plaque promotion. Now along with this we also wanted to promote Dave's idea of the free horoscope and the classified ad. In the meantime we had gotten one of our large suppliers, an envelope manufacturer, interested in the classified project. In fact, they had offered to back us on this promotion. At this point we felt surely everything was going our way. It seemed now that everything was finally falling together. We were finally getting our heads above water money-wise and things seemed to be working. We now decided to push for the implementation of the free horoscope promotion.

We set up very large tests. But even though they said they would back us, we really wanted to approach very cautiously and very slowly. So we said, fine, you can have some of the action but we want the rollout faster. Besides going to our supplier, we went to a local advertising agency and asked if they wanted to finance the other portion of the free horoscope. Between the two of them a very large test was financed which comprised of running a large circulation of newspapers across the country with a classified ad that would give away a free horoscope. We would then hope that a large enough percentage

of people would buy the larger \$9.95 horoscope after they had received their free horoscope. Since we had pulled 33% to our customer list, we had high hopes that we would pull at least 10% to these people who ordered the free horoscope.

March, 1973

Now things started to go bad again. Seems when things are going bad, everything goes bad. First, the large test of the free horoscope, the classified ads, did not pull as well as the test did back in January. Secondly, we were then finding out that upon mailing these people a free horoscope, only about 3% to 5% of them ordered the \$9.95 horoscope on the back end. We needed 10% to break even. The lesson to be learned here, as we found out, is the people who send in for free things are just what it implies—freeloaders. They are not buyers. They expect things to be handed from a platter and they expect everything to be free. Also as it turned out, both of our backers covered themselves pretty well in respect to losses. We had to bear the brunt of the financial loss, which was substantial. We now fell back into the hole again.

On top of it all, compounding the problems worse, we found out that the astrologer had reserved American Astrological Association for incorporation in the State of Ohio in his name. The man turned out to be a con man and now he was trying to extort money out of us to get our name back. We were now again faced with being in the hole financially, with no tested promotion available to bring in income. On top of this we had now accrued a larger overhead of \$7,000 a month, which was also eating us up. I had been working on the Astrology Today ad all of this time as much as I could. Now I would have to put my full efforts into it.

April, 1973

I finished the Astrology Today ad and we placed a test in a newspaper Sunday supplement similar to Family Weekly and Parade Magazine. It was a local supplement in the Columbus Dispatch newspaper. However, it would take 6 to 8 weeks for the ad to run. We placed the ad and waited. If Astrology Today did not work, we were certainly going to be in deep trouble. During this time, more disharmony was developing among Dave, Tom and myself. As in all partnerships, everybody wanted to be the boss. Dave had friends who were going to law school who educated him on such things as incorporating for the purpose of voting partners out of the company. I knew little about corporate law and was unaware that if you owned a majority of stock in a company (51%) you could dictate anything, no matter if previous agreements had been in order or what. So at this point Dave and Tom were pushing for incorporation so they could vote me out of the company.

May, 1973

We sued the astrologer to get our name back. We filed a suit on the basis that we could prove we had been using the name all along and that his filing of our name was nothing but a ploy to extort money from us. This was the first time I had ever been in court and it was very educational as far as the procedures were concerned. We had a hearing, I was put on the stand, and we won. The con man had tried and failed.

June, 1973

It was the middle of June now and the test ad for Astrology Today was supposed to run. If the ad did not work, we were truly sunk. The ad ran on a Sunday and we would pretty well know that Tuesday whether the ad would work. That was a very tense week, to say the least. That Tuesday morning the results came in: it was rollicking news—Astrology Today worked! It was not the best test from a statistical basis. We should have used more cities. But at least we did have one city that worked. We were desperate and needed a lot of money quickly.

So, based on this one test, we sought to find a way to run the entire circulation of Family Weekly and Parade Magazine, which each Sunday are in every major newspaper in the country. Family Weekly has a circulation of about 10 million and Parade Magazine, about 18 million. To run a full page ad in both of these publications costs about \$80,000. How I was going to pull this off, I didn't know.

Then an idea hit me. My friend from the advertising agency had financed the classified campaign and we had paid him back. Maybe he had enough faith in us to finance this. It was a long shot. I thought the way to do it was to prepare a very detailed plan and projection with precise facts and figures.

The owner of the agency agreed to meet with us. We had our plan laid out. We had all the test results of our Columbus ad, and we even had envelopes from the people who purchased from this ad. It all did look very impressive and made a good presentation. To my shock, he offered to finance the entire \$80,000 worth of advertising for Astrology Today was placed. To this day I still don't believe that it happened. A few years after the fact, while I was sitting around having a drink with him, I finally asked, "that day when such a young company came in and asked you for \$80,000 worth of credit, why in the world did you give it to us?" He said, "Hell, I never did understand that presentation that you gave to me, it was too complex; but it looked like you knew what you were talking about. I just had a good feeling about it, so I did it."

July, 1973

We were at a point now that many of our bills were very, very late. Creditors were pressing us for payment. We tried to stave them off while we waited for the returns of Astrology Today, which would not run until August. In the meantime Dave and Tom were still pressing for incorporation. They had a lawyer talk me into at least considering the fact for the sole purpose of protecting all the partners, personally, from liability of the business. On this basis, I considered it and gave them my approval to do it. However, I was leery of their intentions and did leave myself an out.

When we placed the Astrology Today ad in Parade and Family Weekly, I had all the returns come in to the American Astrological Association. The corporation's actual name was, The American Astrological Association, Inc. So what we had was a paper corporation. The major asset money from Astrology Today would still be coming into the partnership, the American Astrological Association—not the corporation, The American Astrological Association, Inc.

We went ahead and formed the American Astrological Association, Inc. At this time I was so spent, so tired from all

the work, I decided I was going to take a 4-week vacation come hell or high water. If everything went to hell, at least I'd have my vacation out of it. I took my vacation on credit cards, rented a motor home and drove out to California.

August, 1973

It was the second week in August. The Sunday Parade and Family Weekly were to run. If this failed, it would surely be the end. We were already \$70,000 in debt. It would make us another \$80,000 in debt for a total of \$150,000. This would make an insurmountable obstacle to overcome. We would surely be doomed.

By this time I was out in California and it was the Tuesday after the Sunday that Astrology Today ran. That morning I was scheduled to call Dave and Tom to find out what the returns were. We would know that morning if Astrology Today had truly worked or not. I'll never forget dialing the phone that morning. My heart was in my mouth, and I had sweaty palms. The secretary answered the phone. I was switched to Dave. It seemed like an eternity. The news: Astrology Today was a smashing success. We needed to take in 40,000 orders to break even to pay for the advertising after fulfillment costs. It was now projecting to pull close to 80,000 orders, or a quarter of a million dollars worth of sales. When I called the next day, on Wednesday, Dave told me that that day we had taken in almost 8,000 orders for a total of over \$24,000. He said he had never seen so much money. They took Polaroid shots of all the envelopes and money and sent the pictures out to California.

The next week problems again began to develop—not with the pull of the ad—but with the disharmony among Dave, Tom and myself. The older employees of the company were reporting that a party atmosphere was again developing. Dave and Tom were trying to fire the older help and replace them with young girls. Arguments developed between us over the phone. I decided to cut my vacation short and come home. The day after I got home Dave wanted to have a meeting with me at a bar, just him and myself, so we could iron out these problems. Now all during this time, Dave and Tom had been siding together. But to my surprise, Dave's allegiance would switch to me. We sat there at a local bar and he hit me with this. "So now that we're incorporated, let's vote Tom out of the company. Tom doesn't have it and never will have it. He really doesn't do anything—doesn't contribute anything."

I said, "Well that might be true in part. I could also say the same about you. But I did give my word to both of you, you as well as Tom." I told him I couldn't do it.

He then said, "Well, then buy me out for \$70,000 and I'll go back to school." I said, "I can't do that at this point because although we'll make nearly \$80,000 off Astrology Today's first run, that will only bring us back to even. I'll consider it after we have money in the bank and we are on our feet. But I'm not going to give you money and hope I get my money on the come." He was very disgruntled over the turn of the events of this meeting and the meeting ended on a sour note. After Dave found out I wouldn't vote Tom out of the company, he then got together with Tom to vote me out of the company. To this day I never could understand Dave's intentions or problems.

The second week in September they both came to me with

demands with a veiled threat that if I did not meet them, they were going to vote me out of the company. When the company first started, that is when I first asked Dave and Tom to join me, I offered them each 15% of the company. That's a total of 30% between them. It was the understanding when we formed the corporation (so I thought) that this would still hold in tack with respect to remuneration.

The idea was to structure the company for remuneration in proportion to contribution. To this point, 90% of the ideas created were mine, 60% of the money put up was mine and at least 60% of the work that had been done had been mine. Now listen to this perfect example of the roll-inflation syndrome. They both now wanted equal thirds of the company, and the profits, for this reason: Dave felt he should have them because: 1) At the very start, the business was his idea because one day he told me that one of his friend's father said it was a good idea for people to go into business for themselves. A statement I frankly never remembered. 2) He felt he had an equal part in the writing of Astrology Today. His reason for this was that in his three-inch classified ad, which he took from my concept of Astrology Today to begin with, he had a sentence that said, "Here's how you can get your own personal horoscope." To get more precise, the two words "Here's how". I used these two words in the ordering instructions portion of the Astrology Today ad. For his two words, "Here's how", he felt he had put an equal contribution into the writing of Astrology Today, an ad which consisted of over 2500 words and took me six months to write.

I pointed out to Dave that he had contributed the least amount of money—\$1500—to the company, took the least amount of risk, did the least amount of work since he was in school most of the time at the onset of the company, and that his only creative contribution to date was part of a letter which I conceptualized in outline for him.

All this went in one ear and out the other. He wanted his third of the company. Tom's claim for a third of the company was that he put up a third of the money. Actually he only put up \$2,000 himself. The other \$5,000, which made up his \$7,000 investment, came from a relative. His claim to fame, he said, was the fact that he was down at the production end seeing that people got things done. The truth of the matter was that a job that should take a month, he would eventually get out in six months if I didn't get on him every day and see that the job was done on time. As it was to turn out later, Tom was in fact capable of getting people to do work and getting it done on time, but he wasn't going to do it as long as he had me to fall back on to make sure things really got done. And it was the same way with Dave.

The meeting degenerated into an angry confrontation and I simply walked out. That night I analyzed the situation. I sat down and tried to be as objective as possible, knowing that I, too, like any other human being, was subject to the roll-inflation syndrome. I talked it over with other people. The fact was this, and it cannot be denied: No matter how you cut it, the facts could be put down in cold hard figures. I had in fact contributed 90% of the creative work of the successful promotions that produced the money. It was hard to put down cold hard facts for the work; but, minimally, I had done more work than either of the other two. At the onset of the company, in many of the cases, I was the only one working on the projects

at all. However, I could see that the reason all this had happened was the fact that I was always there to rely upon to do the work, to keep things going, to come up with the promotions. There is another rule of human nature. That is, if there is somebody there to do the work, the other people will let him.

I felt that Dave and Tom were of above average intelligence and were hard workers, but they were never going to manifest themselves in this partnership. I also felt that I had taught each of them enough at this point about the business end of things, the mechanics of running the business, how to project the orders, etc.—the same things you have seen in earlier chapters. I felt they were now ready to go off on their own. Also, one of the biggest things that disturbed me was some of Dave's attitudes with regard to fair dealing, being a man of your word, etc.

I thought we had never really signed final papers for incorporation. So at this point, I went to a lawyer and made arrangements to sue for dissolution of the partnership. However, before I actually filed the suit, I wanted to know my position. I would then go to Dave and Tom and try to settle the matter in a gentlemanly way and split up the company. I called a meeting with them and offered them the fairest deal I could think of. I said that I wanted to dissolve the partnership at this point. I said that even though the agreement to this point had been that each of them only owned 15% of the company, that I would be willing to divide the company equally in three ways even though I had contributed the most of everything. To my astonishment, they said no, and that they were seeing a lawyer in preparation of voting me out of the company completely.

I became infuriated and filed a suit for dissolution of the company. The only asset the company had was the Astrology Today ad which was totally my conceptualization and my blood, sweat and tears to write it. Also, the complete administrative format of the company was mine. In fact, I always administrated the company. So at this point I thought if they're going to be hard, so am I. I would split present assets at 1/3 apiece. But, I would not give them more than 50% of my Astrology Today ad.

To make a long story short, I thought I had them and they thought they had me. As it turned out, we were both wrong. They were not in the position they thought they were, nor was I. Thankfully, the trap I had set for them of not incorporating completely and having all the assets come into the partnership did stop them from voting me out of the company. But since I had already signed certain corporate papers, they had a case that it was in fact a corporation. What it amounted to was a Mexican standoff. So after many heated bargaining sessions, we finally came to this agreement. We would split present company assets three ways: the money, the list, equipment, etc. They wanted to keep the name of the corporation so they gave me a little more in the way of office furniture, equipment and other items. But I would not back off on the Astrology Today demand. That was my creation, my work, blood and sweat. The maximum I was going to give them on that was 50%, which was 50% more than they deserved. During all this confrontation, both of us went through two sets of lawyers, which brings me to emphasize this point. Whatever you do, hire good professionals. A cheap lawyer and accountant will end up costing you ten times more in the long run. Attorneys, for

instance, will decide how far they are going to press the opposition in direct proportion to how good of an attorney the opposition has. The race to see which one of us could get the best attorney went like this. At first we both chose attorneys from recommendations from a friend, which is a bad way to do it. The attorney that I chose through a friend, however, happened to be superior to the one Dave and Tom chose. Dave and Tom fired their attorney and hired one that was superior to the one I had.

When I sued for dissolution of the partnership, a receiver was appointed by the court. During the first meeting with the receiver, Dave and Tom's newly hired attorney tore my attorney every way but loose. That was a very bleak day. It looked like they were going to get away with everything, all the goodies in the company.

I'll never forget that day after my attorney had been thrashed so badly in the first meeting. I fired my attorney and proceeded to go out and seek another one. I had to do it quickly because the receiver was on the verge of making a decision. The meeting was in the morning and that afternoon I found myself walking the streets of Canton after I had fired my attorney. Where was I going to be assured that the next attorney I hired could be a competent one? I tried going to the courthouse to get judges' recommendations, but they would not provide any. I went to the bar association for a recommendation but they just pulled names at random. I told them I wanted to know which attorneys had the best track records. They would not provide that.

Then I got an idea. Who would know who the best attorneys were? Why the businessmen in town, of course! So that afternoon I went around to all the business establishments, banks, retail businesses, etc., went to the top man in the organization and asked him who were the best attorneys in town. I kept a tally. Two law firms far and away had the most votes. At the end of the day I went to one of the two law firms and talked to the senior partner. I related my story and my case. He proceeded to take the case. I can still remember the look on Dave and Tom's attorney's face at the meeting the next day when I walked in with the top attorney in the area. Where he had been an aggressive tiger the day before, he turned meek as a lamb.

Now back to the settlement. The agreement was made to split the company assets three ways and I would get extra compensation for the fact they were keeping the corporation name. I didn't like giving up the corporation because they were in turn buying me out and I would have to start anew. But I could not afford to totally give them two-thirds of the assets because I would have no money to buy the needed office equipment and machinery. We agreed on splitting future running of the promotion of Astrology Today 50-50. We could not, however, put this in writing because it possibly could be construed as an antitrust action against us. From my understanding of antitrust I didn't believe that was so; but even if there was a chance, nobody wanted to take it. My interpretation was that it was an asset like anything else that was to be split up.

Now, out of this particular agreement was to come one of the most hideous deeds ever perpetrated on a human being. And it

was a deed that almost put me under. Dave had formed this plan. What he was going to do was lead me to believe that he was going to split up the Astrology Today running 50-50. Now this was a very important issue because the best result you get from running an ad is the first time, the next best is the second time, etc., etc. Each succeeding run drastically depletes the return on the ad. We had only run Astrology Today once everywhere and the second run stood to be the most lucrative of any succeeding after that. Dave's plan was that as soon as the agreement was signed that evening he was going to go to the advertising agency and place second runs in Parade and Family Weekly and place the first runs in every other lucrative publication there was. In many cases, he went ahead and placed second and third runs all the while he was stalling off and not agreeing how we were going to divide the cities, etc.

It only took me a few days to figure out what he was up to but by that time it was too late. Not only did he do the above, but he also took away my credit source, which was something that flabbergasted me as a businessman and brings me to this point. Never assume anything or take anything for granted. He talked the head of the ad agency into giving him exclusive credit, shutting me out of all the lucrative publications on this basis. Dave had always been the one dealing with him as far as giving him the orders, what to place, etc. The only time I saw him was to negotiate the first meetings. So in turn his logic was he had always been dealing with Dave and therefore his first loyalty was to him. The part I always assumed and took for granted was how in the world any logical or intelligent businessman could assume that two snout-nosed kids could build a business of this nature to this point. That was a wrong premise to take. Many people are illogical even though they are businessmen.

Even though the company was at break even when we split up, all the legal costs and all the time expired, the continuing overhead again had the company in a negative net worth position. My share was also in a negative net worth. So there I was \$20,000 in debt, the promotional giant I created shipped away from me, and my source of credit which I had acquired stripped away from me. Again my back was against the wall, but again, this is where I performed the best.

The first thing I did was secure another line of credit through an agency in New York which again to this day I'll never know how I pulled off. Also, through this agency in New York, I found out that they had a book they were trying to promote. It was a book called *Folk Medicine*. It had been a top seller in the 50's and one of the people there felt it was ready for another go-around. An ad was written for it but it did not go too well. I needed another promotion and this sounded good to me so in the month of December I conceived the promotion for *Folk Medicine*.

The big idea or concept for the ad was that I would demonstrate the benefits provided in the book by Dr. Jarvis, but I would key everything around the fact that the geographical location of Vermont really existed. This turned out to be a future staple in my promotion writing and one more key element to my net profit generator system theory.

In the meantime, I started placing my third, fourth and fifth runs of Astrology Today which were still left open. I also came up with this concept. Since I was getting tail-end runs which

would not pull very well, I had to come up with a way to make them pull better. I inserted additions to the Astrology Today ad. I included a picture of Grace Kelly in the ad to attract attention. She is a believer in astrology. I also put in such things for believability that the ad had run in every major newspaper in the country. These two things worked and allowed me to make good money off the Astrology Today ad, which would tide me over until Folk Medicine came out.

Another thing I was going to immediately find out was that Dave and Tom were virtually going to copy everything I did. In fact they were going to set up an elaborate monitoring system to make sure they knew everything I was doing. They copied the picture and believability factor immediately. However, from here on in Dave and Tom were going to have a little tougher go of things. Their sneak attack was over with. Without the element of surprise, they had the proverbial two chances in a battle against me, slim and none. I was starting to climb out of the hole—Dave's desperation effort to put me under had failed. He also probably knew that it was his only chance and he was right.

Since they had such a head start and put me in such a deep hole, it would take me a while to catch them. But not only was I going to catch them, I was going to leave them in the dust.

February, 1974

During this period, I conceived several other promotions. One of them was a book on money and the other one was a retail selling of a sun sign horoscope parchment that was mentioned before. Both of these promotions turned out to be failures. Tabulating all the successes and failures of the past, it seemed as though I had to produce seven promotions to get one winner. Another promotion concept that I developed during this period had to do with a product called biorhythm. This promotion also failed.

April, 1974

Things were rolling along quite well. With my picture concept and believability concept and believability concept in the Astrology Today ads, even the fifth runs were pulling in quite a lot of money. At this point the company was about \$70,000 to the good and I had many promotions in the hopper. I now had about twelve employees working for me and that was still in the original company house which I kept as part of the agreement. The work was becoming increasingly difficult to handle. The people who were working for me were not interested in being the managerial type. At this point, I felt the position of the company justified and also made it mandatory to go out and get some good managerial help.

I first went after a friend of the family, Yo, a woman who had helped us out in spots before and was the manager in a local bakery. I then went after one of my friends, Jim, with whom I had worked at the large company where I had been employed for ten years. Through a lot of deliberation, both of these people made the decision to come on board. At this time, however, another unexpected crisis was going to occur.

This was the period of all the so-called shortages—meat, oil and the whole bit. Everybody and his brother was jumping on the bandwagon. The American public was panicked. It all seemed to peak out here in April of 1974. It hit us at the worst

time, for this April we had a large volume of advertising placed. However, that April the entire direct response industry was going to find out that response was going to drop drastically. In fact, it was going to be a response drop unheard of in the history of the business. Companies were reporting drops in responses ranging anywhere from 66% to 90% and we were no different. This "response crisis", as it was now called, put the company back in the hole.

May, 1974

All the past promotions that I have developed were tested this month. Three failed and one worked. The one big winner was *Folk Medicine*. So even though the company was in debt again, having a new promotion put light at the end of the tunnel. Another thing we found out worked this month was Astrology Today in a new media—a virgin media. It was the back page of the Sunday comics in the newspapers. Dave and Tom's company had caught wind of this media, which was originated by Gary Halbert, and also had a test out. But it would not run until later in the summer. This discovery was awesome. We could hit a complete virgin territory with the powerful ad of Astrology Today with the first run that scooped Dave and Tom.

We laid out a huge advertising budget for the months of July, August and September. In July and August we would roll out with Astrology Today in the comics. In September we would roll out with Folk Medicine in the comics, the Sunday supplements and the tabloid magazines.

Also during this month I developed another promotion concept which could be mailed to our now growing list of astrology buyers. It was a new horoscope called the Love and Money horoscope. Another good thing that happened this month was the astrologer, Cary Franks, who had been working for both companies decided to work exclusively for us.

July, 1974

The first comic run of Astrology Today was very successful. It pulled the company back to even. Things were really rolling now. The addition of Jim and Yo was now paying off. They had gathered experience at this point and were now contributing greatly to implementing projects at a faster rate. The original crew I had hand picked from the previous company at the time we split up also turned out to be hard working and productive. We also found out this month we had another promotion, the Love and Money horoscope, which was conceived back in May. It tested and worked to our list of \$3.00 horoscope buyers, which was now up to nearly 300,000.

August, 1974

The second half of the comics hit with Astrology Today, now putting us over the top into a heavy profit situation.

September, 1974

The rollout of *Folk Medicine* to the comics worked even better than the tests showed. We were rolling out with Love and Money to our customer list. Money at this point was flowing hand over fist. During this month, I wrote another promotion for the New York advertising agency I was dealing with on Harry Brown's book, "How to Profit from the Coming Devaluation". They were going to run this promotion and I was

going to get royalties. As it turned out, this promotion was going to succeed also. My first big payday would also come during this month. The first spoils from the net profit generator system. I paid out bonuses to the managers and help, and paid a bonus to myself of \$80,000. Just to see the check for that amount of money made out in my name was inconceivable. My wife and I just stared at the check for a long time. We had a two-day celebration with a dinner and party.

The first thing I did was pay off all my bills. Then I paid off my house. I took the money to the savings and loan company that held the mortgage, personally, to see the looks on their faces. The teller did a double take. the manager came out and smiled insincerely and said *"We don't get too many people paying off a \$20,000 mortgage all at one time."* Then we had a "burn the mortgage" party. Then I went to the showroom of the local Lincoln-Mercury dealer and laid down the cash for a brand new Mark. I never had a new car in my life. I never even had the experience of a new car even as a kid at home.

I can still remember driving it from the dealer and the new smell. When I got home, I picked up the hood and looked at the gleaming new engine without a speck of dirt or grease.

Then my wife and I went on a shopping spree for clothes. We had been making do with old clothes for so long, they had become worn out. She always had to shop for clothes with very little money. I always joked with her that "If I gave you \$5,000 to spend on clothes, could you do it in one day?" She used to say, "I could do it in a couple hours." So that's what I did. I gave her \$5,000 to go out and buy clothes. It ended up taking all day and she said she relished every minute.

We then took a long trip. In New York I bought her a large diamond at Tiffany's—another thing we always dreamed about.

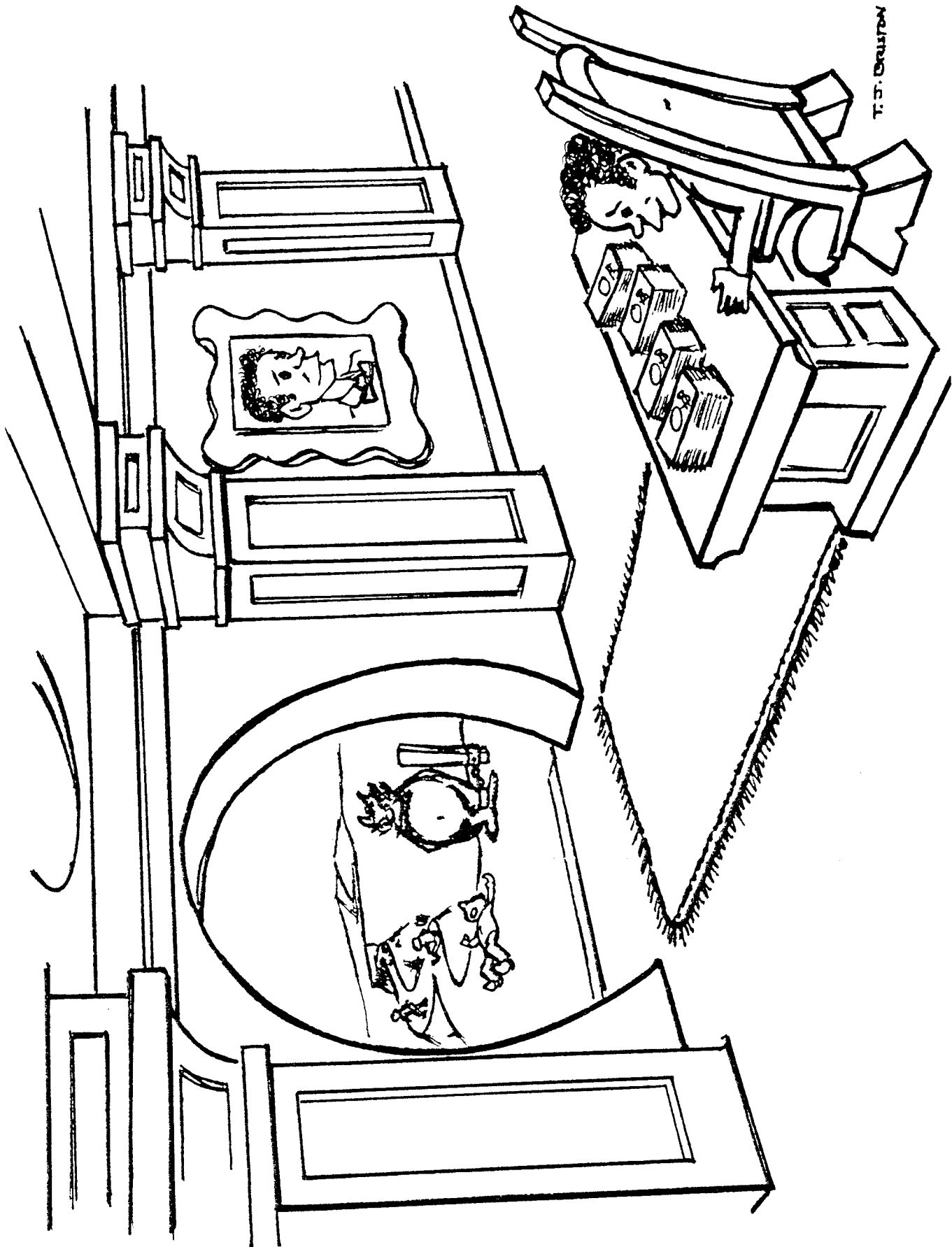
This was certainly a glorious period. Exactly one year ago, I was there flat on my back, every asset I had pulled out from under me. And just eleven months later I personally made \$80,000 and was sitting there with a company with a net worth of a half a million dollars. Even though Dave and Tom had a huge head start on me, in just eleven months I had overtaken them and blew by them. Also, with the new successful promotions I had, they had no other successful promotions to this date other than copying what I did. It became obvious and proved to everybody who was associated or knew of the business who it really was that planned, created, motivated, and built this large mail order business in this small midwestern town of Canton, Ohio.

But aside from the victory with my competitors, the biggest thing I was gaining was financial independence. This brings home the point loud and clear that I've been trying to make—you can do anything you want to do if you want to do it badly enough. The company would go on from here with many new ventures, many new promotions, etc. In years to come I was even going to perfect the net profit generator system even more. We would still have our ups and downs, successes and failures, but it would be an overall upward curve.

Now I said at the beginning of these memoirs that it would pay you to struggle through them even though some parts were very boring. It is important that you experience this type of thing. In fact, I would now suggest that you go through and

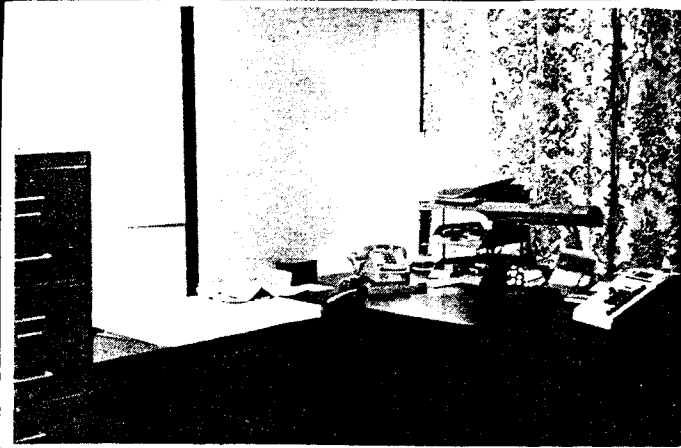
read it again so these things stick in your mind. It's not as good as firsthand experience, but it's the next best thing.

T. T. DUNSTON

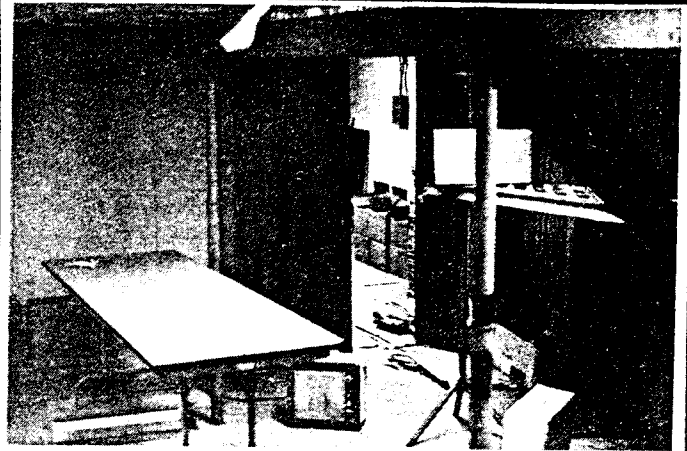


These pictures are presented to give you an idea how my business evolved. They are not the best pictures in the world in that nobody thinks of taking pictures for posterity, but, I have selected the pictures in the order to give you the best feel for how things evolved and how they should evolve. Another reason for presenting these pictures is that

as a new entrepreneur you tend to be very cynical. Seeing is believing. We've talked about the business and the system, but, these pictures actually show you that it actually did happen and the business does exist.



April, 1970. Pictures 1, 2 and 3 show the very start of the business set up in my own house. Here in picture one is my first desk and office.



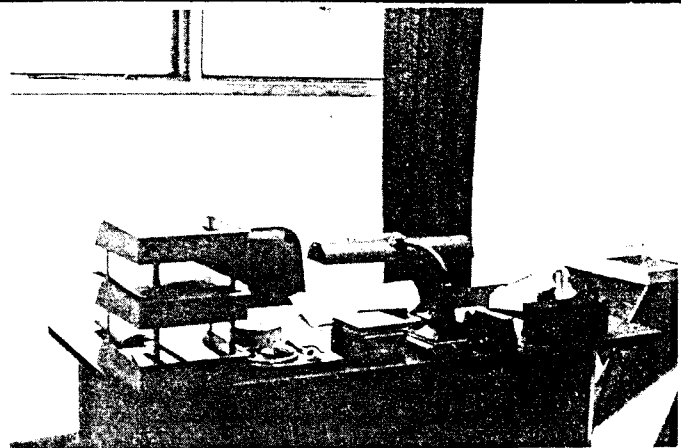
December, 1970. This is the basement of my home that was used for storage and certain stuffing and packaging operations.



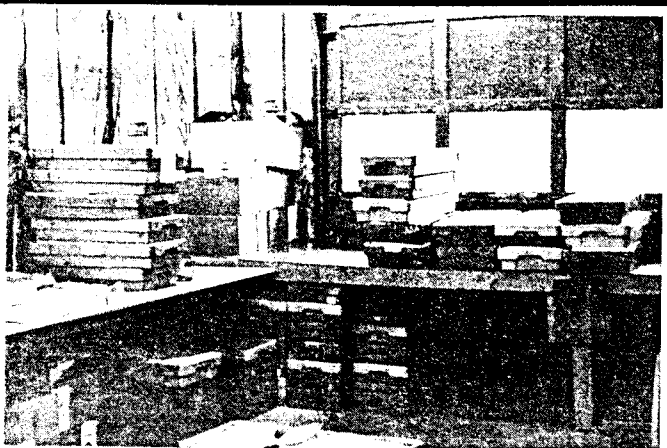
April, 1971. Oftentimes we used the upstairs of my home for certain projects. Here we are putting together the famous, or infamous, Family Financial Guide and Handbook Computer. This project took hoards of time and money and then ended up in a complete failure.



August, 1972. After the Astrology Club worked for us we rented this house, which was about a mile from my home. At first two relatives of mine who were in the business with me lived upstairs and we operated out of the basement.



October, 1972. Later we took over the whole house as shown in picture 4 and here is my office in that house.



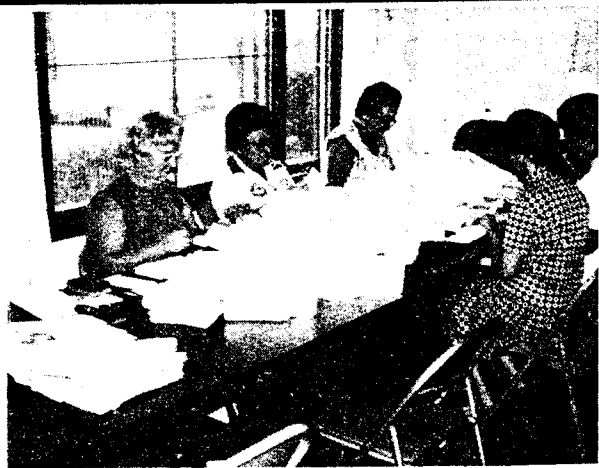
October, 1972. We did a lot of production using homeworkers, which we call the housewife system, out of the garage of this white house. Here is what it looked like at that time.



October, 1972. Here is another area of the house that we used for our composition room.



July, 1974. After I separated from my partners I kept the white house. After I got the business going well again, I acquired the house next door to us, so we were then operating out of the white house to the right and the dark house to the left.



September, 1974. My second significant front end space ad rolls out to the Sunday comics. This was the famous Folk Medicine ad. Here are just one day's returns from that ad — \$60,000 in orders.



August, 1973. Here are the results of our first really big winner, the one that pulled us out from the jaws of death financially. This is the first big day of returns of the highly successful ad, Astrology Today, which I wrote. During this month the ad ran to the entire circulation of Parade and Family Weekly, Sunday Supplement newspaper magazines. What you are looking at here is \$20,000 worth of checks and cash that came with the orders.



July, 1974. Here again shows our housewife dispatch area. By this time it had gotten much more sophisticated.



September, 1974. We now start outstripping our need for space. We bring in semis for *Folk Medicine* books. The books came from the publisher Holt, Rinehart and Winston.



September, 1974. Here are *Folk Medicine* books being readied in the garage in one of our houses to be sent down a conveyor to the basement so that a fulfillment crew could package them and ship them out to customers.

13



November, 1974. A large local newspaper does a story on me. They took the above picture to accompany their story.

14



February, 1975. We completely outstrip the capacity of the two houses that we are in before. We now move the business to a larger building, as shown above.

15



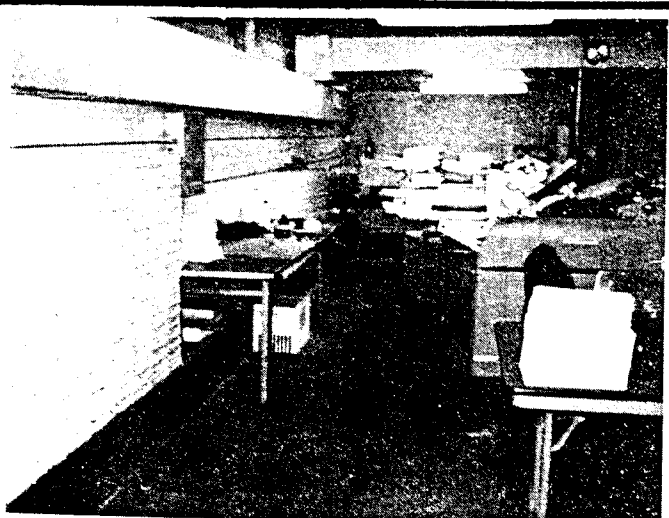
February, 1975. Here is the main entrance to our corporate offices of The Publishing Corporation of America.

16



February, 1975. Here are two of my employees, Millie and Rose, feeling joyful about their new quarters.

17



February, 1975. We move our equipment into the new quarters and expand it with some new printing presses.

18



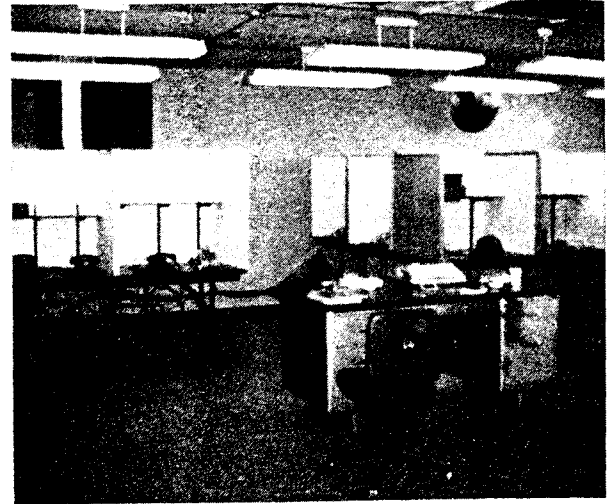
February, 1975. We acquire our own data entry department. Customer orders are entered in on magnetic tape through the use of Cathode-ray tubes.



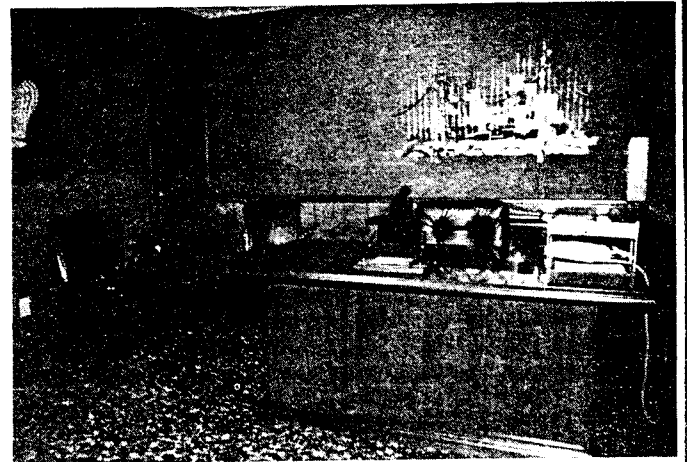
February, 1975. Our production manager, Yolanda Mulig, gets the feel of her new office.



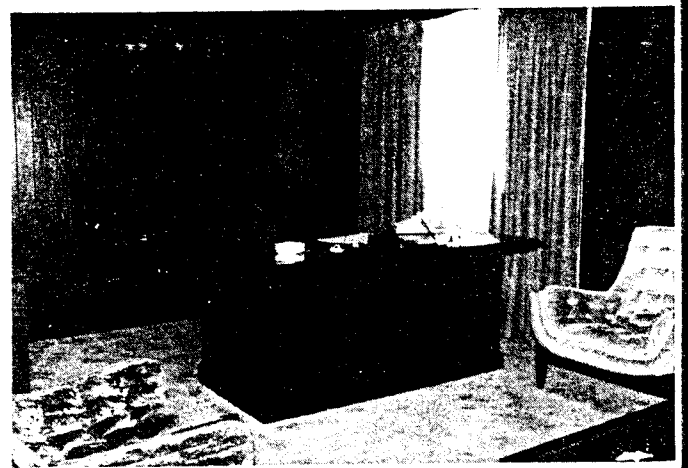
February, 1975. A picture of one end of my new office.



February, 1975. Here is a look at our WATS line system on which a customer can simply call in his order.



February, 1975. The new office of my General Manager, Jim DiCola.



February, 1975. A picture of the other end of my office showing my desk. Now for a comparison, look back to picture 1.

BOOK V. SUMMARY

RE-EMPHASIS OF CERTAIN KEY POINTS

How to produce a successful NPGS for very little money: This method has been described and illustrated throughout the book; however, it's such an important part, I would like to concentrate on it here, re-emphasize it and add a few more details. Let's put things in chronological order.

Where to get the minimal starting cash that you must have: First of all let's describe how much starting cash I feel that you should have. I am going to describe here a way to develop and test NPGS's for under one hundred dollars. As a general rule of thumb, you have to produce seven to hit one. That doesn't necessarily mean you have to produce the whole seven to hit one. You may hit the first time. I also have the feeling I may have perfected the system to a point where the odds are less than seven to one. But, just using the seven-one rule of thumb, let's take the figure of 7 x \$100 or seven hundred dollars.

Now, where can you get seven hundred dollars? If you don't have it, the quickest, easiest way is to go to a finance company and get a two year loan on what they call your furniture, etc. This is really just a loan on your signature. If you feel you need more money than that, of course there's the other tricks I describe earlier such as a second mortgage or a loan from a relative. Your credit record still shows that you have no outstanding debts; therefore, you can get a larger, longer term loan.

How to get the big capital once you hit a successful NPGS and you want to rollout with it: Before we get into that, first of all I want to let you know that there is a way of doing it without having to have the capital: evolve — or start slow — and multiply. If you have a successful promotion to a large mailing list, for instance, you can mail out just a small number at a time and put all the incoming profits into mailing out more.

The best way to get capital, as I described earlier, is not through loans but through credit from suppliers. This is an almost unlimited source of capital. Unlike banks and standard lending institutions, suppliers don't usually have good central credit bureaus that tell them how many other outstanding debts you have to other suppliers. Of course, never put yourself into a situation where you're knowingly overextending yourself with debts that you can't pay back. This will do irreparable harm to you in the future. Always move cautiously and honestly when you do get credit from suppliers. Know for sure that you can pay them back and that this is just a temporary need for money to get your successful NPGS going.

The way to get credit from suppliers is to look established. This is very inexpensive. Simply get business stationery, business cards, purchase orders, checking account, etc. For big money, always do a very technical documentation to present to a major supplier (such as an advertising agency). For instance, I did a ten page documentation on my first real successful NPGS, Astrology Today, and it landed me \$80,000 worth of credit. That's the same as \$80,000 worth of cash that would have been impossible for me to get anywhere else using a standard method of acquiring loans.

3. **How to create a successful system for very little money:** As I mentioned before, and want to re-emphasize again: evolve. In fact, my recommendation to most starting entrepreneurs is to use the one-man organization size as I describe earlier. Rent equipment in most cases — never buy. Don't hire people, get an established business to perform the service that you need done. Now you might be able to work out figures showing that renting equipment and farming out work is much more expensive than buying equipment and hiring people, but that report would be misleading. It might be true for the exact direct period you are using the people and equipment, but once the orders stop coming in, this fixed overhead stays on and that's where it eats you up.

For very specialized services that you can't find through established businesses, go to the homeworker system: have them come to your house and pick up the work and take the work to their homes. You can, in fact, become a very large company without ever hiring one single person. To do that you have to secure the general production manager position in your organization. This can be done by going into a business agreement, (not a partnership but a business agreement) with another person who wants to go out on his own. This business associate supplies to you the services of a general production manager, quality control manager and production control manager. If you can't find an independent person to do this, there are many businesses who are interested in taking this kind of a job on. We do it all the time. Printers are usually very interested in a deal like this.

The beauty of this is that once you've established and documented your NPGS as I describe in step two, you can now turn it over to anybody. After spending a few months to familiarize them with it, you can forget about it and concentrate on the 3 M's subsystem of the NPGS method.

What I'm telling you is experience that I have picked up from being in business all these years. I'm not in that exact position myself, unfortunately, because I started the wrong way; but I am much closer to it now than I ever was a few years back. I have demonstrated that everything I have laid out in this book with respect to keeping your overhead low, works. I have demonstrated that once you lay out a documented system, you can leave it to a manager and concentrate on the 3 M's. I have demonstrated that the NPGS M-M-M subsystem can be done anywhere. As mentioned, I do it in my motorhome.

I would like to make one other important point. You are not being a bad guy by not hiring people. Some people would say, "Well, you're not supplying jobs." First of all you don't have any obligation to supply jobs. Moreover, it's not true that you are not supplying jobs. When you develop an NPGS subsystem, you are in fact creating jobs. The only thing you're doing differently is that you're making people responsible for themselves, which I want to tell you right here and now is not only better for you, but it's better for them.

4. **How to create and test an NPGS M-M-M subsystem for under \$100.** A 3 M subsystem can be created and tested for under \$100. You can do this with both a direct mail

and a space ad system. There are other media, of course, but I would recommend staying away from them at the start. I would recommend, in fact, also staying away from space media at the start. You can control direct mail much better than you can control space advertising. You can always go to space advertising after the direct mail promotion is exhausted.

The biggest cost you'll have in testing an NPGS at the start will be renting a test sample of the mailing list. Usually the minimum sample you can get is about 2,000 names, which generally rent for about \$30 a thousand; your cost here would be about \$60. Sometimes you can get away cheaper. In some cases list renters will give you a test sample free. There are also other ways that you can get lists free. Many times you can work out deals with the list owner where he shares in expenses and gets a cut of the action; therefore, he will give you a sample of the list free to test out your NPGS. For right now, let's assume the most that it's going to cost you is \$60 for a two-thousand name test.

Here is a key important trick of mine that I have used in the past to test NPGS's for little or no money: Statistically, before you roll out with a list, your test sample size should give you the significance at the .05 level. Few people understand statistics and are misled by such things as significance. Significance at the .05 level simply means that there are less than 5 chances out of 100 that the test results could have been due to chance. It does not mean that anything less than the .05 level is totally insignificant. For instance, you can have significance at the .10 level. That means that there are only ten chances out of 100 that your results could have been by chance. And you can go lower and lower. The lower you go figure the larger your chances for variance become. In other words, if you got six percent on the test where you are using a small test sample, your variance may range between four to eight percent.

Here's what I'm leading up to which is, as I mentioned, the trick that I use: Test only a very small sample. The sample size I recommend to start off with is 100. Now most of the purists in statistics would scoff at this, especially those in big companies who have all the money in the world to spend. However, a small starting sample is the way to go for the small entrepreneur. Listen to the reasoning.

Say you test one hundred pieces and you need five percent to break even. Ideally you would like to do about double break even at ten percent. So, what you'd really like to have is ten orders out of one hundred. Now if you mail out the hundred, and get one order, there is very little chance that if you would mail out 2,000 that the pull would be higher than five percent. On the other hand, if you got fifteen orders, you can be almost rest assured that you have a winner. If you only get five orders at least you know it's worth another test. Of course, your results of five orders could vary anywhere from two to say eight percent. But, at least you know roughly where you are. You know if you have a complete bust or a definite winner.

If you get a response somewhere in the area fairly close to where you want to be, now you go out and test the bigger sample. Test the hundred again to see if you get the same close results. If you do, move on to your two thousand test.

The hundred letters will cost you (with you doing the labor and with postage and printing included) about \$20 to mail. That plus the \$60 for the list rental cost for all the rest of the names comes to \$80—well within the means of a struggling working man.

What do you do for something that's an obvious loser with the orders that came in? Many times people in mail order will do what they call dry testing. That is, you don't have the product but you send the person their money back if the thing doesn't work. If it does work you go ahead and produce the product and send them the product. This is illegal and I don't recommend it; however, many companies get away with it because if you send the person their money back nobody is really going to complain. However, what I would recommend doing when you first start out is to stick with products that already exist. Whatever you do make certain that the people who don't get the product get their money back.

When you are ordering mailing lists, be aware of being hit with a ringer sample—that is, the list broker will give you the most recent multiple buyers on the test. One way to get around this is to choose a Midwestern state, tell the list broker you want all the people in that state only. Take a state where you have a rough idea of the population size relative to the country and see if the percentage comes out. Another way to guard against being hurt on this method is of course, pyramid. Rent your two thousand test sample then go to ten thousand, if that holds up take twenty thousand, etc.

If your ad only lends itself to the space ad, there is a cheap way to test this also. Take the gist of your promotion and reduce it down to a small classified ad. Run it in the special announcements section that is right in front of the classified ads of the newspaper. This is not the best method but it will give you some indication of whether there is a market for your product or not.

This Material Refers To Book II Chapter 3 Producing a Profitable Market, Message, Media System

The most powerful product category you can choose is one that follows this description. **Quick and easy, love, money and recognition.** This definition, of course, does not cover all product lines that will sell but these are the product lines with the hottest appeal or the hottest passion index. The words quick and easy are very important. People are lazy and they want things to happen fast. So when you think of product categories, think of something that will bring your customer quick and easy love, quick and easy money, or quick and easy recognition.

Now let's move from the product category to the product type. This is very, very important. Always try to choose a product that will be consumed in a short period of time, and that the customer will need again. In other words, a resale product. Time here is important. Some products have an infinite lifetime, such as a novel. Some have a very long lifetime, such as buildings, etc. And some have a very short lifetime, such as food. Food, of course is eaten. Fuels are burned. Pencils wear out. Cars wear out and periodic publications are

consumed by time. The biggest money lies in those goods that are consumed the quickest and then are re-needed again in a very short period of time.

The only trouble with consumable goods is they usually have a longer product development stage than the longer lifetime items, such as books, which we call one-shot items. What the new entrepreneur usually has to do is go with a few one-shot items first to gain capital, and then go to the consumable goods line. But, the consumable goods line is where you always want to be pointing toward.

One shot items, though they bring quick money as first, have this very big draw back. They require the very expensive process of product development. Also, if you are in the one-shot field and it takes seven tries to get one successful product, the task then becomes staggering.

Now take the consumable goods line. You already have taken the time and expense to do seven projects to get one good product; but, now the product resells over and over and over again. You don't have the expense of time consuming product development to do over again and again. The product development not only is expensive and time consuming, as mentioned, but it wears you down. You are always re-inventing the wheel. Another bad part of coming out with new products constantly is a new product always produces different ordering procedures, different types of customers, and different fulfillment procedures. Besides having to work the bugs out of the product, you've got to work the bugs out of all these procedures. If you have a consumable good or a resale product, you debug once. You then have a much more efficient mode of operation, thus a much more profitable business.

This material refers to Book II, Chapter 4 — Money.

Now as pointed out, the best way to get capital is not to get hard cash but to get credit from suppliers, which is of course just as good. Now if you do need hard dollars, here are a few tricks I used to get started.

First try your relatives, close relatives that is. Few of us have rich relatives, and I certainly didn't have any, but even if they aren't rich and don't have money laying around, the older relatives usually can get loans. So, the first source is asking a close relative to get a loan for you that you will pay back in a few years.

A second approach is asking a close relative to get a loan for you that you will pay back say within a week. Here is the reason for doing this. Every town has a credit bureau and the credit bureau knows how much debt you have outstanding. Your outstanding debt determines how much money you can borrow. If you can get a loan from a relative to pay off all your outstanding debts, you usually can get a loan that is greater overall (and extended for a longer period of time) than an amount that would be equal to paying back all your outstanding debts — plus you will have money left over. Few banks or loan companies will give you bill consolidator loans — these are the highest risk loans. But through this method you can get a bill consolidator loan without them knowing that it is in fact a bill consolidator loan.

Another source of money is, if you own your home, take out a second mortgage. These are available from finance companies (not banks) and in many cases you can borrow up to \$10,000.00 in this manner.

This material refers to Book III, Chapter 1 — Seven Thieves.

When attacked, first determine honestly if the attack on you was justified. If it was justified, take your medicine. If it was not justified, always make it your policy to do this:

Never fall back on defense.

Always take the offensive. When unjustly attacked, counterattack. When an attacker has to use his reserves to defend himself, it drastically weakens his ability to continue the attack on you.

LET THEM KNOW THEY DEAL NOT WITH THE LAMB, BUT WITH THE LION.

Once you have established such a reputation, you will have the "path of least resistance" law working for you. You will significantly lower the odds of being attacked by other predators. Human predators, like the animal world or any national entity for that matter, take the path of least resistance. They pass up dangerous prey for weak prey. Other predators in the jungle go out of their way to avoid the lion!

CHECKLIST FOR CONSTRUCTING A SUCCESSFUL NPGS

- ☐ Read carefully "7 Steps to Freedom — How to Escape the American Rat Race".

Step 1. Create Self-Confidence

- ☐ Strip away myths and fallacies
- ☐ Overcome intimidation
- ☐ Become aware of "Inflation Syndromes"

Step 2. Assemble a Plan and a System

- ☐ Choose the form of business entity best suited to your needs
 - ☐ Sole stockholder in corporation
 - ☐ Other variations of corporate structure
 - ☐ Partnership
- ☐ Select name
- ☐ Create an image of being established
 - ☐ Print business stationery, business cards, receipts and numbered purchase orders with company name
 - ☐ Open a business checking account
 - ☐ Hire a lawyer
 - ☐ Hire a Certified Public Accountant
- ☐ Crystallize your objectives and goals
 - ☐ Short Term ☐ Long Term
- ☐ Establish a workable system before starting your enterprise as outlined in Net Profit Generator System (Figure 1) and System Flowchart (Figure 2)
 - ☐ Initiation System ☐ Marketing System
 - ☐ Method System ☐ Fulfillment System
 - ☐ Accounting & Status System
 - ☐ Obtain business forms necessary to set up your system (Form #'s 200 - 235)
- ☐ Decide on your organization size
 - ☐ Minimal ☐ Small ☐ Large

Step 3. Produce a profitable Market-Message-Media System

- ☐ Develop  concept:
Market:

- ☐ Determine potential volume of sales. (Volume of sales = market power coefficient x media power coefficient x message power coefficient.) For a profitable NPGS, the product must be over 125.
- ☐ Identify strongest markets
 - ☐ Determine what is selling presently and what has been selling for a long period of time
 - ☐ Determine what products are repeating in mail order ads in newspapers, weeklies, trade journals & magazines
 - ☐ Determine how large a market exists within each category
- ☐ Select a Product
 - ☐ Choose a product related to a strong market
 - ☐ Choose a product that fills a basic human emotional need — love, money, pride, self-preservation.
 - ☐ Choose a product that is the same or similar to a product currently selling well.

- ☐ Stay away from playthings & fads, low quality products and packaging, perishable goods, common over-the-counter items.
- ☐ Keep abreast of latest developments through trade shows and trade organizations.

Message:

- ☐ Decide who will write promotion
 - ☐ You ☐ A copywriter
- ☐ Study works of old masters
- ☐ Study PCA's Winning Ads
- ☐ Implement "The Benjamin D. Suarez System for the Creation of Advertising Promotions"
 - ☐ Don't overlook
 - ☐ 11 Copy Checkpoints
 - ☐ 14 Ways to Hold Interest Longer
 - ☐ 100 Winning Headlines
 - ☐ 101 Proven Direct Response Offers
- ☐ Have ad approved by lawyer

Media:

- ☐ Select a media that is suitable for your ad copy and the product it features.
- ☐ In selecting media, consider
 - ☐ Audience — who do you want to reach?
 - ☐ How many will be reached through a particular medium?
 - ☐ How often will your message reach your audience?
 - ☐ What is the cost per 1,000?
- ☐ Space Advertising
 - ☐ Newspapers ☐ ROP ☐ Sunday Supplements ☐ Tabloids ☐ Comics
 - ☐ Magazines
- ☐ Direct Mail
- ☐ Broadcast Media - Television and radio
- ☐ Telephone

- ☐ Test your Market, Message, Media
 - ☐ Test one thing at a time
 - ☐ Make sure your test lists are representative of the entire list
 - ☐ Use sufficient quantity to obtain reliable results
 - ☐ Consider follow-up testing
 - ☐ Mail all pieces in your test at one time
 - ☐ Do not make major decisions based on minor results
 - ☐ Avoid over-testing
 - ☐ Move quickly on positive test results
 - ☐ Assign keys
- ☐ Analyze test results carefully
 - ☐ Project Response
 - ☐ Update & post records on a daily basis
 - ☐ Calculate breakeven
 - ☐ Determine fulfillment cost
 - ☐ Determine selling price
 - ☐ BE % = $\frac{\text{Advertising cost/unit of readership}}{\text{Selling price} - \text{Fulfillment cost}}$
 - ☐ Calculate profit potential

- ☐ Have you determined net profit using the unique Net Profit Formula?

$$NP = M (PP-S) - FT$$

- ☐ Estimate Risk — weigh the risk (capital required) versus the gain (profit potential)
- ☐ Make rollout decision with accurate test results in hand
 - ☐ Scrap the project
 - ☐ Rollout with the project (move quickly on a rollout for the market can fluctuate rapidly)
 - ☐ Further test the project
 - ☐ Delay until some future date

Step 4: Secure a Functioning 5 M's

- ☐ Management
 - ☐ Locate an honest, dependable, results-oriented manager
 - ☐ Is your system for management operational?
 - ☐ project initiation ☐ project follow-up
 - ☐ monitoring ☐ data gathering
 - ☐ data reporting
- ☐ Men
 - ☐ Hire employees
 - ☐ Adopt a strong subcontracting philosophy
 - ☐ Subcontract on a fixed price/unit basis
 - ☐ Initiate a quality control program: do not pay until services or goods are delivered correctly
- ☐ Money
 - ☐ Minimal starting cash to test and develop NPGS
 - ☐ Finance company - 2 year loan
 - ☐ 2nd mortgage on your home
 - ☐ loan from relatives
 - ☐ Big capital for rollout
 - ☐ credit from suppliers
 - ☐ credit from your advertising agency
 - ☐ credit from newspapers in which you run your ad
 - ☐ businessman willing to invest excess capital
 - ☐ Prepare your "Personal Financial Statement"
 - ☐ Learn about compound interest
- ☐ Machines
 - ☐ Adopt a policy of leasing most machines
- ☐ Materials
 - ☐ Locate suppliers
 - ☐ Put emphasis on service, delivery, quality and price
 - ☐ Avoid building huge inventories

Step 5: Start Doing Something

- ☐ Is your project system functioning efficiently?
 - ☐ Classify projects by code
 - ☐ Project Sheet, Form #200
 - ☐ Rate projects
 - ☐ Priority Sheet, Form #201
 - ☐ Choose projects with highest ratings to move on quickly
 - ☐ Assign responsibilities
 - ☐ Work Packet Form #202

- ☐ Is your status system functioning efficiently?

- ☐ Know your status at all times
 - ☐ Status meetings
 - ☐ Pert Planning Network
 - ☐ Friday report

Step 6: Evolve

- ☐ Expand gradually
- ☐ Know 6 key reasons businesses fail
- ☐ Is your gross profit volume equal to or greater than your fixed overhead?
- ☐ Keep fixed overhead down

Step 7: Persistence

- ☐ Remember that the success barrier must be hit many times before it crumbles. Keep hitting it over and over because it can take only so much pounding.

Beware of The Seven Thieves:

- ☐ News media
 - ☐ Talk to them yourself
 - ☐ If attacked unjustly, publish your rebuttal
 - ☐ Provide documentation
- ☐ Government — Deal with in the manner used for the news media
- ☐ Criminals
 - ☐ Adopt a policy of pressing charges on any crimes perpetrated against you
 - ☐ Obtain services of reliable security company
 - ☐ Limit access to cash
 - ☐ CPA audit
- ☐ Professionals and Consultants
 - ☐ Insist that your goals and objectives are adhered to
- ☐ Fixed Overhead
 - ☐ Set up a separate checking account with a predetermined amount deposited in it to cover fixed overhead items only
 - ☐ Eliminate all non-critical expenditures
- ☐ Businesses who sell to other businesses
 - ☐ Do not take on a new facility or a new piece of equipment unless absolutely necessary
- ☐ Investment brokers
 - ☐ Avoid risky investments until enough base money is invested in sure things to provide you a lifetime income
 - ☐ Invest after-tax money only in sure things
 - ☐ Build inflation hedges into investments
 - ☐ Put your money in hard-to-get-at places
- ☐ Have you selected a good law firm?
 - ☐ Find out who local businessmen use
 - ☐ Find out who local lawyers and judges respect
 - ☐ Refer to "Martindale and Hubbell" at the library
 - ☐ Draw up contracts for employees, non-disclosures, etc.
- ☐ Set up your Public Relations (White Mail Dept.)
 - ☐ Adopt a policy of customer satisfaction
 - ☐ Handle customer inquiries and complaints
 - ☐ Write refunds when necessary
 - ☐ Use Business Forms #222-234 as needed

- ☐ Maintain good relationship with Better Business Bureau and government agencies
- ☐ Negotiate contracts with suppliers
 - ☐ Preliminary - spend a minimum of time to determine market price and availability of the sources of supply
 - ☐ Enter serious negotiations only after product has tested out favorably
 - ☐ Determine point at which you will walk away from deal
 - ☐ Work for a compromise
 - ☐ Throw in things you can take out if necessary
 - ☐ Start out with a lower price than what you are willing to pay
- ☐ Maintain customer lists
 - ☐ Convert to magnetic tape for use on computers
 - ☐ Keep current with additions, deletions and address changes
 - ☐ Rent it out
 - ☐ Retain reputable list manager and list broker
 - ☐ Include "dummy" names to monitor unauthorized use of your lists
- ☐ Keep physically fit
 - ☐ Daily exercise
 - ☐ Weekly exercise
 - ☐ Proper diet — vitamins and minerals
- ☐ Order "The Direct Marketing Entrepreneur's New Developments Hotline" (Optional — but highly recommended)

BASIC GUIDELINES OF A SUCCESSFUL BUSINESS

1. Owners must be present.
2. Owners must provide a constitution: Objectives, Goals, Ethics, General Method and Plan, Organization Structure.
3. Owners must provide directives to manager as to exactly what is to be done.
4. You must have a competent manager.
5. You must have systems of Initiation, Method, Marketing, Fulfillment, Control, Status, Accounting and Tax.
6. You must have operating capital and projected net profit to cover fixed overhead.
7. Have only honest, reliable, hard working, competent people.
8. Have only established, certified, ethical, competent professionals.
9. Buy or lease buildings and equipment on competitive bidding basis.
10. Keep your fixed overhead as low as possible. Do not hire internal people or acquire equipment unless: 1) The service is unavailable outside. 2) It is an everyday task and the cost is over 100% higher outside. Remember, high overhead taxes both operating capital and management plus forcing unnecessary changes.
11. Sell only products which do not overtax your management, resources, and money. The more simple the product the better.
12. Be aware that the heart of any business is the sales generation system:

$$(\text{Market}) \times (\text{Media}) \times (\text{Message}) = (\text{Sales})$$
 Market, media and message are each rated a number from 0 to 10; the resultant sales number must exceed 125 to produce a gross profit. Always keep the buffer full with profitable sales generation system projects.
13. Force Net Profit Generator System (NPGS) projects to be completed in enough time so that fixed overhead expense does not eat up the gross profit.
14. Put activities in priority sequence with those of most importance and those with zero predecisions at the top of the list. Start doing the first activities immediately. **START DOING SOMETHING.**
15. Be aggressive, persistent and improvising. Force things to happen, don't take "no" for an answer, and follow-up constantly.
16. Believe in yourself. Maintain a competitive attitude.
17. Avoid betting on the come.
18. Have discipline over your ego, resources and money.
19. Avoid absentee management.
20. Be sure personnel carry their weight and maintain a balance of skills in the organization.
21. Always know your financial status.
22. Always know your market status.
23. Evolve — have the right growth rate.
24. Listen to opinions of others but sort out the good from the bad. Be aware that there is no all-knowing guidance source and that most guidance and educational sources offer benefits equal to only 10% of what they advertise. Be aware that when people become successful at one thing they erroneously feel they are experts at all things.
25. Only expect a resource to be skillful at one isolated thing. This includes other businesses, suppliers, professionals and internal resources.
26. Remember that most personnel have a much larger than apparent inferiority complex.
27. Be aware of the "Contribution Inflation Syndrome": everyone inflates their contribution 100 times. Sooner or later everyone associated with a business thinks they are indispensable.
28. Be aware that it will take you a long time to establish your credibility with outside resources.
29. Keep a low profile until your business is deep rooted.
30. Keep your word. Honesty pays off in the long run.
31. Diversify out of your main field slowly and only after your main business is rooted. Do not dilute your main business management to diversify. Be aware that all guidelines herein apply to diversification ventures also. Expect a learning period and financial losses in all new ventures at first.
32. Critical ingredients of a successful business: 1) Market 2) Media 3) Message 4) Manager 5) Men 6) Money 7) Machines 8) Material
33. Components of a successful business: 1) Owner 2) Constitution 3) Directives 4) Manager 5) Systems 6) Resources 7) Inventory

SUPPLIERS

Advertising Agencies

Stephen R. Geller, Inc.
380 Madison Ave.
New York, New York 10017
(212) 986-6642
Stephen Geller

Media People, Inc.
260 Madison Ave.
New York, New York 10016
(212) 532-3359
Ed Kabakow

Media Service Corporation
4626 Cleveland Ave. N.
Canton, Ohio 44709
(216) 494-5065
Shirley Siedler

Computer Forms

UARCO
One North Wacker Dr.
Suite 304
Chicago, Illinois 60606
(312) 372-5667
Peter Carey

Computer Letters

Mead Dijit
510 Springfield St.
Dayton, Ohio 45403
(513) 232-9561 ext. 2272
Ed Anthony

Consultants

Direct Mail Marketing Association
6 East 43rd St.
New York, New York 10017
(212) 689-4977

Directory Compilers

Haines & Co.
8050 Freedom Ave.
North Canton, Ohio 44720
(216) 499-9111
Tom Delpra

Fulfillment Services

Fulfillment Corporation of America
381 West Center St.
Marion, Ohio 43302
(614) 383-5231
Obie Gearhiser

List Brokers

International Computer Sciences, Inc.
14 Park Road
Tinton Falls, New Jersey 07724
(201) 544-9191 or (212) 594-0070

Media Service Corporation
4626 Cleveland Ave. N.
Canton, Ohio 44709
(216) 494-5065
Shirley Siedler

List Compilers

Reuben H. Donnelly Corp.
1301 West 22nd St.
Suite 1000
Oak Brook, Illinois 60521
(312) 654-2000
Bill Young

Paper, Envelopes, Printed Boxes

Boise Cascade
4500 Tiedeman Rd.
Cleveland, Ohio 44144
(216) 252-4100
David Gerrasch

Printing

Allied Printing
1414 Kenmore Blvd.
P.O. Box 3737
Akron, Ohio 44314
(216) 753-8436
Bill Fongheiser

LIST OF FORMS

<u>FORM #</u>	<u>TITLE</u>
200	Project Sheet
201	Priority Sheet
202	Work Packet — Production Control Form
203	Visitors' Register
204	Code Book Sheet
205	Insertion Order
206	Incoming Mail Record
207	Daily Test Returns
208	Space Ad Returns
209	Drop Sheet
210	Direct Mail Returns
211	Projection Table
212	Independent Contractor Form
213	Quality Control Form
214	Outside Contractor Log
215	Inventory Control Form
216	Friday Report
216 C	Projected Profits of Promotions
216 D	Work-in-Process
217	Time Sheet
218	Purchase Order
219	Daily Cash Report
220	Personnel Form (Confidential Employee History)
221	List Rental Approval Form
222	Our Answer to Inquiry Letter
223	Order Processing Form: Request for Accounting Information
224	Order Processing Form: Request for Additional Information
225	Delay Form — Gives Option
226	Delay Form — Gives Option
227	Delay Form — Advises Product Late
228	Adjustment Letter
229	Adjustment Letter
230	Adjustment Letter
231	Refund Letter for Diet
232	Refund Post Card
233	Attorney General Inquiry
234	Our Reply to Attorney General Inquiry
235	One-Write System

LIST OF FIGURES

<u>FIGURE #</u>	<u>TITLE</u>
1	Net Wealth Generator System
2	System Flowchart
3	Organization for a Small Company (8-15 people)
4	Organization for a Large Company (50-70 people)
5	Space Ad: How to Get What the U.S. Government Owes You
6	Space Ad: How to Collect from Social Security at Any Age
7	Direct Mail Solicitation for Coat-of-Arms Report
8	Direct Mail Solicitation for Coat-of-Arms Plaque
9	101 Proven Direct Response Offers
10	Astrology Today — Space Ad
11	Astrology Club — Direct Mail
12	Natal Horoscope — Direct Mail
13	Love & Money Horoscope — Direct Mail
14	Life-Luck Horoscope — Space Ad
15	Life-Luck Horoscope — Direct Mail
16	Life-Luck Horoscope Forecast — Direct Mail
17	Folk Medicine — Space Ad
18	Computer Diet — Space Ad
19	Bicentennial Flag — Direct Mail
20	Commemorative Plate — Direct Mail
21	Pyramid — Space Ad
22	Pyramid Sensor — Direct Mail
23	BioCalendar — Space Ad
24	Dream Book — Space Ad
25	Sample "Space Ad Return" Form
26	ROP Geographical Projection Table
27	Projection Table for Various Types of Media
28	Product R — Folk Medicine Fulfillment Cost
29	Status Meeting Report
30	PCA Flag Promotion Network
31	Model Release
32	Non-Disclosure Agreement
33	Employment Agreement
34	Public Information Package
35	Standards for Division of Costs & Profits for Direct Response
36	Example for Division of Costs & Profits for Direct Response
37	Personal Financial Statement
38	Weekly Physical Exercises
39	Wichita Direct Mail Promotion

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