

Monument Trade Builder

March – April, 1918

Published by Barclay Brothers, Barre, Vermont

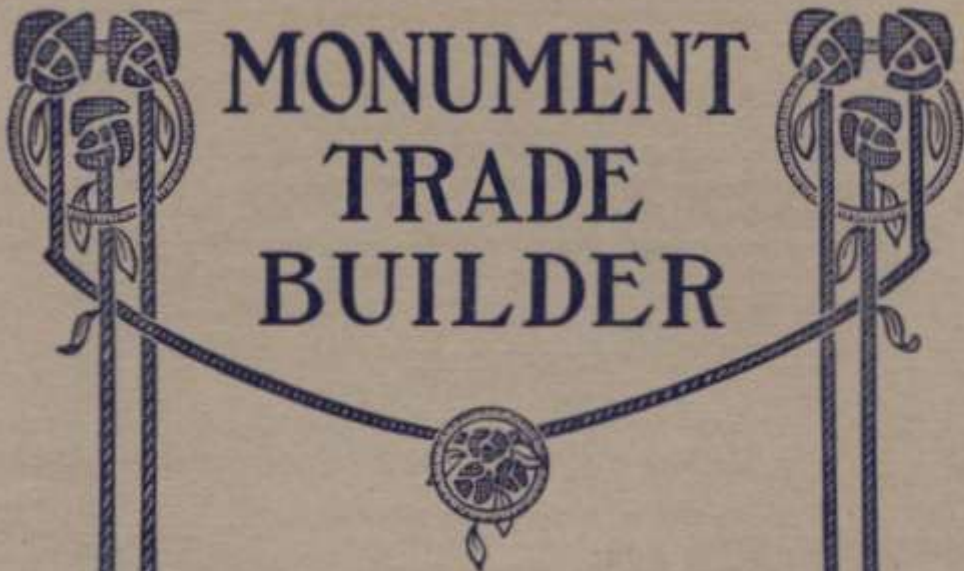
“You will find ‘Monument Making’ a suggestive and informative work on model monument construction.

“It is the only book of its kind, explaining as it does every feature of the production of monuments.”

This booklet, which begins on the next page,
is presented on the Stone Quarries and Beyond web site.

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March 2013



MONUMENT
TRADE
BUILDER

MARCH-APRIL

1918

PUBLISHED BY
BARCLAY BROTHERS
BARRE, VT.

Now and then in our daily (almost hourly for some of us) wading through the newspapers we come upon a gem so sparkling, so pure, so out of the common that we feel amply repaid for all the wading. The following, clipped from "A Line o' Type or Two," in the Chicago Tribune is one of these rare gems:

FILE THREE.

"General Pershing stopped in his walk, turned sharply, and faced File Three."—*London Dispatch.*

File Three stood motionless and pale,
Of nameless pedigree;
One of a hundred on detail—
But would I had been he!

In years a youth, but worn and old,
With face of ivory;
Upon his sleeve two strands of gold—
Oh, would I had been he!

The General passed down the line,
And walked right rapidly,
But saw those threads and knew the sign—
Ah, had I been File Three!

"Twice wounded? Tell me where you were,"
The man of stars asked he.
"Givenchy and Lavenze, Sir"—
Oh, where was I, File Three!

Then crisply quoth the General:
"You are a man, File Three."
And Tommy's heart held carnival—
God! Would I had been he!

There is in this strong and simple verse, this "real poetry," a clarion call to the spirit of young America, and never was that call more timely. "God! Would I had been he," breathed as a prayer by every American who now wants to serve his country, well may bring before these days of stress are over the commendation: "You are a man,"—and what higher title could be given to any man!

You Should Have This Booklet

You will find "Monument Making" a suggestive and informative work on model monument construction.

It is an encyclopaedia of information about the making of monuments, and a splendid reference book for you and your salesmen.

It is the only book of its kind, explaining as it does every feature of the production of monuments.

If you haven't this remarkable book, send for it at once, before the supply is exhausted. It will prove a valuable sales-booster for you.

Barclay Brothers

BARRE - - - - - VERMONT

For nearly a third of a century.



A Barclay Memorial with a pleasing arrangement of the headstone.
Erected in New Jersey and sold through Barclay Bros.' New York
representative, George L. Mead.

MONUMENT TRADE BUILDER

Published bi-monthly in the interest of Better Monuments and Better Business, by Barclay Brothers, of Barre, Vermont, and edited by P. G. Lamson.

Vol. VI.

MARCH-APRIL, 1918

No. 1

IMPRESSIVENESS. It has been said that the value of a mother as a teacher is her ability to impress upon her child the belief that *her* ideas are better than the child's ideas. So, to an adapted extent, is the value of any manager of men.

Right managerial timber is not of the quality of authority by force—but of ideas by impressiveness. Ideas and impressiveness carry their own authority, and it is a pleasing type of authority, under which all but ill-balanced men are willing and delighted to serve.

Forcefulness is needed in directing men, but forcefulness is not force. Tact is *a* force—ideas are *a* force—reason is *a* force—impressive power is *a* force.

Force as popularly interpreted is an arbitrary, dictatorial, domineering and often unreasonable method of attack, utilized by certain men, who prerogatives are the *directing of man-power*. The last three words are a proper refutation of arbitrary rule.

The function of the manager is the "directing of man-power". The force-applying manager prostitutes his function into one of "driving of man-power". Men drive mules—they may not drive men.

In passing, we grant that sometimes a "gang boss" and the like has to drive his men, because the men by dint of their former environments know only the lash.

Management is leadership—leaders lead—they head the parade. Force drives—drivers are in the rear of the crew. Leadership is "ideas plus impressiveness". Leaders rule by reason. Reason does not require violence to make it impressive.

WORTH LIES IN REAL USEFULNESS. The buyer who considers only the price will usually pay too much. The wise buyer, however, has learned that there is a good reason for differences in selling prices. The cheaper article carries a burden of inefficiency and short life. And other expensive qualities that come to light after being put into use are explained by the low price.

What costs more to make must necessarily demand a higher price, but it will represent a greater value; therefore, service considered, it is the dearer article rather than the cheaper one that gives more for the money.

Let the man who insists upon buying on a price basis compare the difference in the goods offered from the point of view of the percentage of returns from the investment. He will soon find that all his purchases will not pay the same rate on the investment.

When long and dependable service is built into the goods, the cost of production is increased, and so must the selling price increase. In the long run, this works to the advantage of the buyer, and he begins to realize it at about the time that he would start to regret it if he had been influenced by a lower price to accept a less serviceable article.

When you find a house that insists on a fair price, you are generally safe in assuming that it furnishes a good article.

GETTING ALONG WITHOUT A NECESSITY means paying for it without getting it.

There are many people who refuse to invest money in labor and money-saving methods on the ground that they are not in a position to pay.

As a matter of fact, continued adherence to wasteful, old-time methods accounts for a large percentage of the high operating costs of many firms. Because the money that could be earned by more up-to-the-minute methods and machinery is not seen, the loss of that money is never felt. It is only when the installation of new and better methods has proven the value of saving time that this result is appreciated.

Anything that can be replaced with something else which will do its work better and cheaper has lost its value.

Nothing is gained by hanging on to the old when the new will pay for itself.

A good match is nothing but a cheap stick with a light head on one end. This also defines certain kinds of matrimonial "good matches".

Altho I hate farming, I'd rather sow wheat and raise corn than sow wild oats and raise Cain.

A horse may draw or drag his burden, but a play that drags never draws.

Men are misters—women, mysteries.

Telephone companies do business on a sound basis; Telegraph companies, on tick.

GOOD THINGS THAT HAVE BEEN SAID.

(Extracts from 1918 Convention Addresses.)

OHIO.

I met a dealer who owned his own shop, and in front of the shop he operated a gasoline station for the sale of gasoline. This dealer did not drink nor smoke. He did all of his own lettering. He therefore concluded that he had no overhead expenses whatever, and for that reason he could undersell his competition to such an extent that he didn't need to notice it. That dealer said that gasoline didn't cost him anything because he made a profit by selling it to others. Such an ignorant dealer could not exist if he would attend just one association meeting.

CARL PRICE, Kenton.

We ought to have some fixed ideas in our business and then strive to accomplish them. We should be ever awake and on the watch for new devices, appliances or methods that prove to be beneficial to our trade, such as producing better quality of work, lessening cost of production.

ALEXANDER GUTHRIE, Akron.

NEBRASKA.

Competition is of two kinds: First, the real, and, second, the imaginary, and that so-called price-cutting by the other fellow was more imaginary than real; that too often the dealer is misled by misstatements of the customer as to the other fellow's price, and the customer is knowingly misquoting prices of the other dealer for the purpose of buying his goods at a lower price.

FRANK L. RINGER, Commissioner of Manufacturers.



A Barclay Memorial in Illinois. Sold through Barclay Bros.' Chicago Office, Charles H. Gall, manager.

MICHIGAN.

I had always heretofore considered this modern method of getting at the selling price of a monument as all "bunk" but that during the past few weeks I have made a thorough examination of my books for 1917 and found the actual facts to be that I have been selling a large portion of my work at no profit at all and in some cases at a loss. Immediately upon being convinced of this I figured up the percentage of overhead expense on the total amount of sales last year and on the basis of the new method of arriving at the selling price have remarked every job in stock so that henceforth I will be sure of a reasonable profit on every job sold.

D. D. BARNEY, Flint.

PENNSYLVANIA.

The members of this association should ever be mindful of the importance of making a thorough study of their business or business in general. It is indispensable to success in every phase of business life. The business world like life itself is perpetually in a state of change. To keep abreast of these changes, to avoid adversity we must study—unending study is necessary. New methods of doing business, as they present themselves, must be carefully noted and studied.

GEO. W. COLWELL, Pittsburgh.

A monument erected in the year 1914, at a cost to the purchaser of \$1,020, netting a margin of profit of about ten per cent, after deducting operating expenses, cannot be sold today for less than \$1,658.33 to net the same margin of profit—an increase of 62 per cent. A headstone of ordinary type in 1912 cost \$66.88, in 1917, \$79.71, and in 1918, \$101.92.

P. F. GALLAGHER, Philadelphia.

Three things caused price variation—ignorance, vanity and selfishness. When a dealer is ignorant of what it costs him to buy work and do business he cannot formulate a legitimate price; vanity is the thing that tells a man to sell a piece of work regardless of the cost in order that he may say that he sold it; selfishness causes him to sell a piece of work when he knows he is on the danger line simply because he cannot bear to have the other fellow sell it.

J. U. KURTZ, Berwick.

If we are engaged in an industry that the public is not willing to purchase the product of at cost plus a reasonable profit, then it is high time for us to find out so that we can transfer our establishments to the production of some other line of goods. Gentlemen, you should get more money from the consumers for what you sell them. Your ability, your efforts, and the fact that you are handling luxuries entitle you to a reasonable profit on your sales. Eliminate cut-throat competition, and get more for what you sell. Get together and obtain more money. But, believe me, you will never get it unless you ask for it, and then some. Don't be afraid to ask the price, and, as I have just stated, if the public will not buy your goods at cost plus a reasonable profit, then there is absolutely no economic justification for your remaining in the retail monument business.

H. P. HINMAN, Barre, Vt.

THE TRAINING OF SALESMEN.

By H. H. B.

To my mind the most important function of salesmanship is that of training salesmen. To take the ordinary run of salesmen and really feel that through your efforts they have become better men, with minds and bodies better able to cope with the problem of marketing a product; to look over your salesmen and really feel that through your efforts their average efficiency has been increased, say, 10%—is a work big enough for any man.



YARD OF JAMES HORNE, LUVERNE, MINN.

The suspended all polished stone weighs 4100 pounds. The 4x4's are clamped together with one inch rods, rubber belting being inserted between the timbers and the stone to increase the friction.

To accomplish this result we all know that no rule of thumb can be laid down for the education of salesmen; it is post-graduate work; each case is different from all others and requires different treatment.

Perhaps one of the most important functions of the sales manager is to engender enthusiasm for the house and the product to be sold. Loyalty and enthusiasm are not Heaven given or inborn, but are the result of certain causes and are absolutely necessary for you or me or our salesmen to do the best work. We must believe in the honesty and sincerity of our superiors in the business to really feel the enthusiasm for the product we have to sell. Without our enthusiastic belief in our house, our line and our ability to sell the goods a salesman's work can be but mediocre.

The sales manager must have all these implanted deep in his soul, and the ability to pass them along, to make his own work effective.

Deep-seated enthusiasm, slow of growth and development, the result of deliberate reasoning, which seldom reaches the heights of the emotional variety, produces the salesman who causes you the least trouble and makes the most money for the house and for himself.

After your salesmen are filled with enthusiasm and the desire to accomplish large things, then their work must be directed; tools must be supplied for the work in hand. The tools are sales arguments.

While only a few salesmen can be taught, word for word, an argument and make it really effective, yet in any event, in some manner, the "reason why" must be supplied.

Another important function of the sales manager is to see that the goods are sold at a profit. The conditions that surround the various business concerns make this problem different in every house, but somewhere there must be some check that insists that goods be sold at a price to net a profit. If the salesman has latitude, then it's up to the sales manager to stiffen the backbone of the salesman. If prices are fixed, then the sales manager must impress upon the salesman the reasons why we insist on our price regardless of what others sell their goods for. Along this line I have told our salesmen on several occasions that if our goods were the best and our prices always the lowest we would not need hired advocates to extol the merits of our service at the price. A man does not hire an attorney if there is no difference of opinion.

Another important function for our sales feature is that of preaching consistent, regular and profitable work. This is one of the greatest functions of teachers of every kind. The value of time, to apply one's self regularly, is one of the hardest things for a salesman to acquire. The man who lacks the ability to make himself work regular hours will not succeed. So to assist the men along this line is also the work of the sales manager.

To have salesmen who will respond readily to the work of a sales manager, it is necessary to have men in perfect bodily health, with good habits and pleasant family relations. It lies within the power of the sales manager to exert some influence on the lives of everyone of his force, and while we have to take men as we find them, to a large extent, if we find that we cannot bring them somewhere near our standard we, of



A famous Barclay memorial cut from "Sunnyside" Barre granite from the "Standard" quarries.

course, can find others who perhaps a little more nearly measure up to our requirements.

A sales manager should know every salesman as a teacher knows his pupils, and should be able to diagnose every salesman and know the exact conditions that influence his selling ability; analyze yourself and know to what extent it lies within your power to render him assistance.

Another requisite of the sales manager is patience. Do not expect unreasonable qualifications in your salesmen. Remember that if they were 100% salesmen and business men you probably would be working for them instead of the reverse. There never was but one perfect man; there never was, as far as I know, a perfect salesman or sales manager or business man. We all deal in per cents. So take a 75% salesman and see if you can help him become an 80% salesman, and in the meantime you may be adding 5% to your score as a sales manager.

Correspondence.

MESSRS. BARCLAY BROS., BARRE, VT.: "I am enclosing check for the Evans job, which arrived Dec. 15th just a month from date of shipment. It is one of the finest cut jobs I have seen and the way in which it was boxed would insure it against most any kind of rough handling. Such a class of work is to be greatly appreciated."

FACTS ABOUT THE AMERICAN FLAG.

Thirteen stripes and forty-eight stars. The stripes represent the original thirteen states and the stars stand for all the states which go to make up the Union, one star for each State. You knew this. But perhaps you didn't know that each star has its own individual and particular State which it represents and that its placement on the square of blue is carefully and definitely regulated by law and executive order, says the Chicago Herald. In 1912, on the 26th day of October, the last executive order concerning the flag was made and it provided for the specific arrangement of the stars. They were to be arranged in six horizontal rows of eight stars each. Starting in the upper left-hand corner and placing each row from left to right, the star corresponding to each state is named in the order of the states' ratification of the Constitution.



View on the bank at the Barclay quarries, showing a nice pattern being loaded.

Thus star No. 1, in the upper left-hand corner, is for Delaware. Star No. 48, in the lower right-hand corner, is for Arizona. The following list will show you at a glance exactly which star is yours:

First Row—No. 1, Delaware; 2, Pennsylvania; 3, New Jersey; 4, Georgia; 5, Connecticut; 6, Massachusetts; 7, Maryland; 8, South Carolina.

Second Row—No. 9, New Hampshire; 10, Virginia; 11, New York, 12, North Carolina; 13, Rhode Island; 14, Vermont; 15, Kentucky; 16, Tennessee.

Third Row—No. 17, Ohio; 18, Louisiana; 19, Indiana; 20, Mississippi; 21, Illinois; 22, Alabama; 23, Maine; 24, Missouri.

Fourth Row—No. 25, Arkansas; 26, Michigan; 27, Florida; 28, Texas; 29, Iowa; 30, Wisconsin; 31, California; 32, Minnesota.

Fifth Row—No. 33, Oregon; 34, Kansas; 35, West Virginia; 36, Nevada; 37, Nebraska; 38, Colorado; 39, North Dakota; 40, South Dakota.

Sixth Row—No. 41, Montana; 42, Washington; 43, Idaho; 44, Wyoming; 45, Utah; 46, Oklahoma; 47, New Mexico; 48, Arizona.

NOTIONS.

In the foreword to a catalogue we read: "Our motto—'Not for a day, but for all time'. This motto which we have adopted tells the story of our business desires. Quality is the first thing to consider and durability is what is to be chiefly sought. We believe in the brotherhood of man, and endeavor to treat all alike; we use only first quality goods and employ honest men and methods, while our equipment and modern facilities insure the most efficient service."

A newspaper ad says: "Economy is the wise adjustment of expenditures to results desired. Buying economically does not necessarily imply paying the lowest possible price."

As an introduction to a pamphlet: "One of the most beautiful customs of man—a practice as old as civilization—is the erection of memorials to the departed. The human mind has ever been stirred to its depths and moved to great achievements in its efforts to preserve the memory of the dead."

In upholding prices, a firm argues: "We have made it a rule for years to decline work where the price is not sufficient to enable us to conscientiously furnish first-class work, and we find the soundness of our stand is beginning to be appreciated. The purchaser, in comparing bids, naturally is attracted, from a pecuniary point of view, to the lowest one. The question *should* be decided solely on the reliability of the manufacturer and the character of his work. So much poor work is furnished nowadays, under the guise of first-class work, that the point involved becomes of prime importance. Honest work is entitled to just reward."

BUSINESS COMMANDMENTS.

1. Thou shalt not wait for something to turn up, but thou shalt pull off thy coat and go to work that thou mayest prosper in thy affairs and make the word "failure" spell "success".
2. Thou shalt not be content to go about the business looking like a loafer, for thou shouldst know that thy personal appearance is better than a letter of recommendation.
3. Thou shalt not try to make excuses, nor shalt thou say to those who chide thee, "I didn't think."
4. Thou shalt not wait to be told what thou shalt do, nor in what manner thou shalt do it, for thus may thy days be long in the job which fortune hath given thee.
5. Thou shalt not fail to maintain thine own integrity, nor shalt thou be guilty of anything that will lessen the good respect of thyself.
6. Thou shalt not covet the other fellow's job, nor his salary, nor the position that he hath gained by his own hard labor.
7. Thou shalt not fail to live within thine income, nor shalt thou contract any debts when thou canst not see the way clear to pay them.
8. Thou shalt not be afraid to blow thine own horn, for he who faileth to blow his own horn on the proper occasion, findeth nobody standing ready to blow it for him.
9. Thou shalt not hesitate to say "No" when thou meannest "No," nor shalt thou fail to remember that there are times when it is unsafe to bind thyself to a hasty judgment.
10. Thou shalt give every man a square deal. This is the last commandment and there is none other like unto it. Upon this commandment hang all the law and profits of the business world.

[Credited to Graham Hood.]

*As Pioneers in
Sawing and Polishing on
the Head Grain*

we have reached the standard of perfection in polished work—slabs, dies, tablets and small monuments—produced from Boutwell, Milne and Varnum Co.'s dark Barre stock.

We are Boutwell, Milne & Varnum Co.'s largest buyers, and always have on hand choice blocks of their fine quality dark Barre granite.

Our new sawing and polishing machinery, of advanced type and immense capacity, enables us to produce, in a most efficient and economical manner, sawed and polished work of the highest quality.

Barclay Brothers

BARRE - - - - - VERMONT

Headquarters for Sawed Dies, Sawed and Polished Slabs,
Squared and Polished Stock.