

# STAR TREK

## DEEP SPACE NINE®

# The Ferengi Rules of Acquisition



"Free  
advice  
is seldom  
cheap."  
#59

By **Quark**

as told to

**Ira Steven Behr**



PICTURE  
BOOKS  
STAR TREK  
DEEP SPACE  
NINE  
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STAR TREK  
ENTERTAINMENT  
WEEKLY



### **About Quark**

Barkeep, entrepreneur, confronter of Prophets, slayer of Klingons, personal friend of Grand Nagus Zek and all around sexual icon...what can one say about Quark that he hasn't already said himself?

On a personal note, he would like to extend an open invitation to all his fans to drop by his bar the next time they visit *Deep Space Nine*<sup>™</sup>. He'd be proud to let them buy him a drink.

**STAR TREK**  
**DEEP SPACE NINE**

**The Ferengi  
Rules of  
Acquisition**

**By Quark  
as told to  
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Quark would like to thank Armin Shimerman, for reasons of a personal nature.

### A FEW WORDS FROM QUARK

Congratulations. I’m proud of you. You’ve made a wise purchase. The book you hold in your hands represents the sum total of Ferengi business wisdom. All right, maybe not the sum total. I suppose if you want to be technical what you’re holding in your hands represents approximately one-quarter of the sum total of Ferengi business wisdom. If you’re wondering how I reached that figure, it’s really quite simple. You see, there are two hundred and eighty-five Rules of Acquisition. This book contains seventy—or about one-quarter of the total Rules. But believe me when I tell you, one-quarter of the sum total of Ferengi business wisdom is still a lot of wisdom. I doubt you humans could handle much more.

Now, I know what some of you are thinking. Just what *are* the Ferengi Rules of Acquisition? Good question. So for those of you who bought this book on the strength of the cover alone (and yes, that is your humble author standing there—have you ever seen such a devastating smile, such photogenic lobes?), I’d be happy to explain. The Rules of Acquisition consist of the two hundred and eighty-five guiding principles that form the basis of Ferengi business philosophy. A philosophy that has enabled the Ferengi people to become the most successful entrepreneurs in the galaxy.

Think about it. Don't you want to increase your earning potential? Don't you want to make bigger, more lucrative business deals? Don't you want to double, triple, maybe even quadruple your profits?

I know I do.

And you do too.

Well then, this book is for you. Now, about these Rules ...

Hold on!

YOU.

That's right, you! The one standing hunched over in that bookstore aisle reading this book. Stop! You heard me. I know what you're up to. You think you can read this entire book straight through, right there in that bookstore, then return it to the shelves and walk away having learned all its secrets **WITHOUT COMPENSATING ITS AUTHOR**. Well, I've got news for you, my friend: that's not how it works. Now, before you read another sentence I want you to close this book, carry it over to the salesperson ... **AND PAY FOR IT**. And while you're at it buy some copies for your friends. And your family. And any business colleagues you may have. Believe me, they need to own this book just as much as you do. So go ahead, buy a lot of copies. They'll thank you for it. And so will I.

Now don't let the slender size of this volume fool you. *The Ferengi Rules of Acquisition* is definitely *not* a book that can be read once and then tossed aside. Not if you truly want to profit from its lessons. No, the Rules are meant to be studied, weighed, evaluated, contemplated, mulled over, and reflected on until each word has been absorbed into your memory. In fact, I'd go so far as to say that *The Ferengi Rules of Acquisition* is the only book you need to own. Well, maybe not the only book. I'd also suggest you get yourself a copy of *The Ferengi Guide to Sexual Fulfillment: The Joys of Oo-moxing*. Anyone interested in purchasing a copy can do so by sending three strips of gold-pressed latinum to:

QUARK

*c/o Deep Space Nine*

Bajor Sector

Alpha Quadrant

But to get back to the Rules. Don't let their simplicity fool you. Ferengi business scholars have been interpreting and debating them for thousands of years—ever since the first Grand Nagus, the gloriously devious Gint himself, wrote those immortal words, “Even in the worst of times, someone turns a profit.” Although that was, in fact, the first Rule of Acquisition ever committed to parchment, Gint, in a shrewd marketing ploy, labeled it the One Hundred and Sixty-Second Rule. Why? To increase the demand for the first one hundred and sixty-one. That Gint, always thinking.

Now, the way I see it, you have two choices. One is to carry this book with you at all times. That way, if you find yourself in the middle of a business negotiation, and you're not sure what your next move should be, you can whip out your copy of the Rules and thumb through it until you find an appropriate solution. Personally, I find this choice to be both lazy and inefficient. Your second choice is to do what I do. To do what all Ferengi do. Memorize the entire book. Okay, okay, I know that sounds a little daunting at first. But is it really?! I don't think so. All it takes is to memorize one Rule a day. That's not so bad when you think about it. In less than a year I was able to memorize all two hundred and eighty five Rules. And you only have to memorize seventy. So the point is, if you want the Rules to work for you, you have to work on the Rules.

I know what you're thinking. Is it worth it? Will memorizing seventy Rules of Acquisition really make a difference in your life? Boy, you humans ask some pretty stupid questions. Of course it will make a difference. Aren't you tired of watching someone else make all the profit? Don't you wish you lived in a big house, had expensive possessions, went on fun-filled vacations? Of course you do. We all do. Well, here's your chance.

Look, don't be shy. Why don't you say what's really on your mind. After all, we're friends, aren't we? All right, I'll say it for you: “So far, Quark's made a lot of promises. How do I know I can trust him?” In other words, you want a guarantee that the Ferengi Rules of Acquisition will do everything I've said they will. Make you wealthier. Make you smarter. Make you more appealing. Don't worry. I'm not offended. It only makes me realize how desperately you need to learn these Rules. You want a guarantee? You need a guarantee? First turn to Rule Number Nineteen.

Go ahead.

I'll wait.



There, does that answer your question? Well, guarantee or no guarantee, the only thing you have to ask yourself is what do you have to lose? If the answer is nothing—and what other answer is there?—then you’ve got some reading to do. But before I send you off to get the most important education of your life, there’s one last thing you should know. Ever since I decided to compile this book, my brother Rom has wondered why. Why am I doing it? Why am I willing to share the secrets of Ferengi success with a bunch of undeserving humans? Is it just to earn some extra profit? Is it to promote a better understanding between humans and Ferengi? Or is it to show an inferior race just how superior we Ferengi are?

The answer is none of the above.

The reason this book exists is because I have a dream. A dream of a brighter future that I firmly believe will change my life forever. A dream that will bring me greater profit than I’ve ever imagined. A dream that I am determined to turn into the greatest single business deal of my career. And that dream can be summed up in seven little words:

*Quark’s Ferengi Rules of Acquisition—The Movie.*



Please allow six to eight weeks for delivery.

#1

Once you have their money ... you never give it back.



#2

The best deal is the one that makes the most profit.<sup>2</sup>



#3

Never pay more for an acquisition than you have to.



#4

A woman wearing clothes is like a man in the kitchen.<sup>4</sup>



#5

Always exaggerate your estimates. [5](#)



#6

Never allow family to stand in the way of opportunity.





#7

Keep your ears open.



#8

Small print leads to large risk.



#9

Opportunity plus instinct equals profit.



#10

Greed is eternal.



#11

Even if its free, you can always buy it cheaper.<sup>[11](#)</sup>



#12

Anything worth selling is worth selling twice. [12](#)



#13

Anything worth doing is worth doing for money.



#15

Dead men close no deals. [15](#)





#16

A deal is a deal ... until a better one comes along.



#17

A contract is a contract is a contract ... but only between  
Ferengi.<sup>17</sup>



#18

A Ferengi without profit is no Ferengi at all.



#19

Satisfaction is not guaranteed.



#20

**He** who dives under the table today lives to profit tomorrow.[20](#)



#21

Never place friendship above profit.



#22

A wise man can hear profit in the wind.



#23

Nothing is more important than your health ... except for your money.<sup>23</sup>





#25

You pay for it ... it's your idea!<sup>25</sup>



#27

There's nothing more dangerous than an honest businessman.



#29

What's in it for me?<sup>29</sup>



#30

A wise man knows that confidentiality equals profit.<sup>[30](#)</sup>



#31

Never make fun of a Ferengi's mother ... insult something he cares about instead.



#33

**I**t never hurts to suck up to the boss.



#34

Peace is good for business.



#35

War is good for business.





#37

The early investor reaps the most interest. [37](#)



#40

She can touch your lobes but never your latinum.



#41

**Profit is its own reward.**



#43

Feed your greed, but not enough to choke it. [43](#)



#44

Never confuse wisdom with luck.



#45

Expand or die. [45](#)



#47

**Don't trust a man wearing a better suit than your own.**



#48

The bigger the smile, the sharper the knife.





#52

Never ask when you can take.



#53

Never trust anybody taller than you. [53](#)



#55

Take joy from profit, and profit from joy.<sup>[55](#)</sup>



#57

Good customers are as rare as latinum—treasure them.



#58

**T**here is no substitute for success.



#59

Free advice is seldom cheap.



#60

**Keep your lies consistent.**



#62

The riskier the road, the greater the profit.





#63

Work is the best therapy ... at least for your employees. [63](#)



#65

Win or lose, there's always Huyperian beetle snuff.



#69

Ferengi are not responsible for the stupidity of others races. [69](#)



#74

**Knowledge equals profit.** [74](#)



#75

**H**ome is where the heart is ... but the stars are made of latinum.



#76

Every once in a while, declare peace. It confuses the hell out of your enemies.



#77

If you break it, you bought it. [77](#)



#79

**Beware of the Vulcan greed for knowledge.**





#82

The flimsier the product, the higher the price.



#85

Never let the competition know what you're thinking.



#87

**Learn the customer's weaknesses ... so that you can better take advantage of him.** [87](#)



#88

It ain't over 'til it's over. [88](#)



#89

Ask not what your profits can do for you, but what you can do for your profits.



#92

There are many paths to profit.<sup>92</sup>



#94

**Females and finances don't mix.**



#95

Expand or die. [95](#)





#97

Enough ... is never enough.



#98

Every man has his price. [98](#)



#99

Trust is the biggest liability of all.



#102

Nature decays, but latinum lasts forever.



#103

Sleep can interfere with...[103](#)



#104

Faith moves mountains ... of inventory.



#106

There is no honor in poverty.



#109

Dignity and an empty sack is worth the sack.





#111

Treat people in your debt like family ... exploit them.



#112

Never have sex with the boss's sister.



#113

Always have sex with the boss.



#117

You can't free a fish from water.



#121

Everything is for sale, even friendship.



#123

Even a blind man can recognize the glow of latinum.



#125

You can't make a deal if you're dead. [125](#)



#139

Wives serve, brothers inherit.





#141

Only fools pay retail.



#144

There's nothing wrong with charity ... as long as it winds up in *your* pocket.



#147

People love the bartender. [147](#)



#153

Sell the sizzle, not the steak. [153](#)



#162

Even in the worst of times someone turns a profit.



#168

Whisper your way to success. [168](#)



#177

**K**now your enemies ... but do business with them always.



#181

Not even dishonesty can tarnish the shine of profit.





#183

When life hands you ungaberries ... detergent. [183](#)



#184

A Ferengi waits to bid until his opponents have exhausted themselves. [184](#)



#189

Let others keep their reputation. You keep their money.



#190

**Hear all ... trust nothing.** [190](#)



#192

Never cheat a Klingon ... unless you're sure you can get away with it.



#193

It's never too late to fire the staff. [193](#)



#194

**It's** always good business to know about new customers before they walk in your door.



#199

Location, location, location. [199](#)





#200

A Ferengi chooses no side but his own. [200](#)



#202

The justification for profit is profit.



#203

New customers are like razor-toothed gree worms. They can be succulent, but sometimes they bite back. [203](#)



#208

Sometimes the only thing more dangerous than a question is an answer. [208](#)



#211

Employees are the rungs on the ladder of success ... don't  
hesitate to step on them.<sup>211</sup>



#214

Never begin a negotiation on an empty stomach.



#216

Never gamble with a telepath. [216](#)



#217

You can't free a fish from water. [217](#)





#218

Always know what you're buying. [218](#)



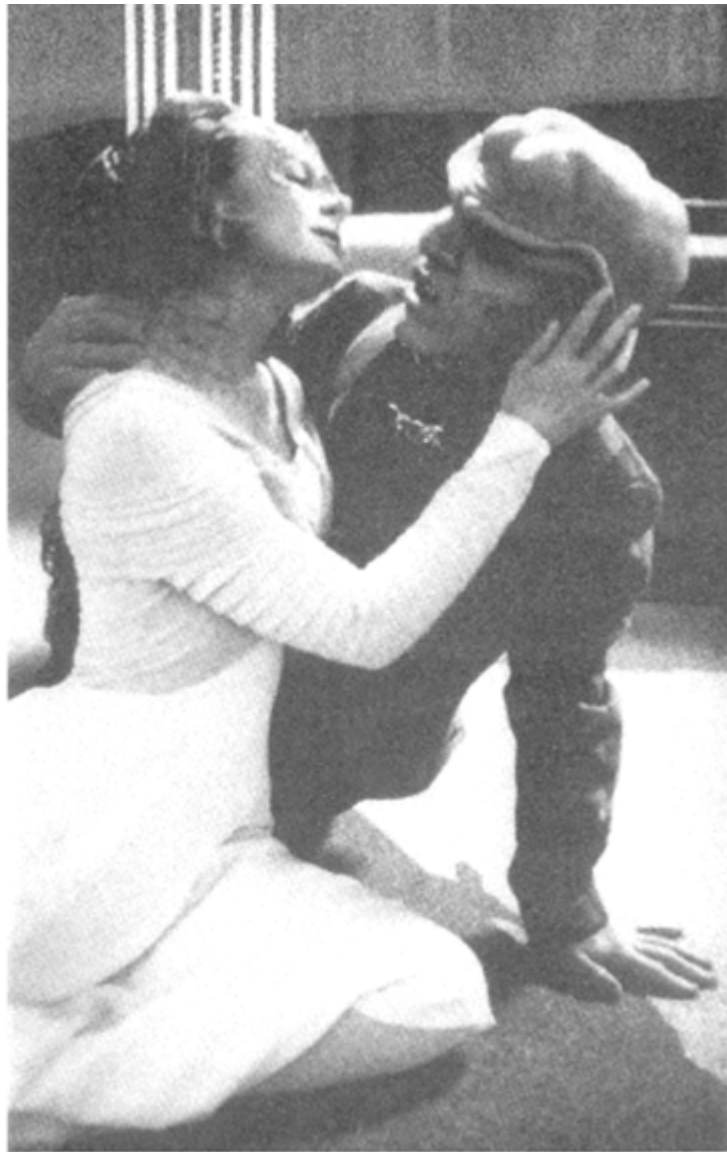
#219

**Possession is eleven-tenths of the law!** [219](#)



#223

**Beware the man who doesn't make time for *oo-mox*.**



#229

**L**atinum lasts longer than lust.



#235

Duck ... death is tall. [235](#)



#236

You can't buy fate.



#239

Never be afraid to mislabel a product. [239](#)



#242

**More is good ... all is better.**





#255

A wife is luxury ... a smart accountant a necessity.



#261

A wealthy man can afford anything except a conscience.



#263

Never let doubt interfere with your lust for Latinum. [263](#)



#266

When in doubt, lie.



#267

If you believe it, they believe it. [267](#)



#271

Always get somebody else to do the lifting. [271](#)



#273

Never get *into* anything you can't get *out* of. [273](#)



#274

A man is only worth the sum of his possessions. [274](#)





#275

An angry man is an enemy, and a satisfied man is an ally. [275](#)



#276

The less employees know about cash flow, the smaller the share they can demand. [276](#)



#278

**Only a fool passes up a business opportunity.** [278](#)



#279

The more time they take deciding, the more money they will spend. [279](#)



#280

If it ain't broke, don't fix it. [280](#)



#284

Deep down everyone's a Ferengi.



#285

No good deed ever goes unpunished.



New rules are being revealed to you humans all the time. You can keep track of them here. Don't think this means you won't have to buy a revised and expanded edition of this book someday.

Rule #



Rule #



Rule #



Rule #



Rule #



Rule #



Rule #



Rule #



Rule #







### **About Ira Steven Behr**

Mr. Behr was born in The Bronx, New York. His first brush with success came when he spent six years in search of the elusive Kafiristan Mook, a journey that was written up in numerous medical and psychiatric magazines, as well as in Mr. Behr's bestselling autobiographical novel, *Look! Behind That Tree*. Mr. Behr then traveled to Los Angeles where he worked as writer-producer on such series as *Fame*, *Once a Hero*, *The Bronx Zoo*, STAR TREK: THE NEXT GENERATION®, and STAR TREK: DEEP SPACE NINE®. However, Mr. Behr's proudest moment in show business came when he was chosen to collaborate with Samuel Beckett on a Broadway musical of the film *Rocky*; a project tragically cut short by Mr. Beckett's untimely death.

Mr. Behr currently resides in Paris.

# NOTES

The original book was updated to include all known rules as listed in Memory Alpha and Memory Beta. Rules without a endnote were original to the book.

- [2](#): from *The 34<sup>th</sup> Rule* (DS9 novel)
- [4](#): from Memory Beta
- [5](#): from *Cold Fusion* (SCE novel)
- [11](#): from Memory Beta
- [12](#): from Memory Beta
- [15](#): from *Demons of Air and Darkness* (DS9 novel)
- [17](#): from "Body Parts" (DS9 episode)
- [20](#): from *Ferenginar: Satisfaction is Not Guaranteed* (DS9 novella)
- [23](#): from "Acquisition" (ENT episode)
- [25](#): from *Ferenginar: Satisfaction is Not Guaranteed* (DS9 novella)
- [29](#): from *Highest Score* (DS9 young adult novel)
- [30](#): from *The Badlands, Part IV* (DS9 novel)
- [37](#): from *Reservoir Ferengi* (ST novella)
- [43](#): from *The Buried Age* (TNG novel)
- [45](#): from "Acquisition" (ENT episode) repeated as rule #95
- [53](#): from *Mission Gamma: Twilight* (DS9 novel)
- [55](#): from *Worlds of Deep Space Nine: Bajor: Fragments and Omens* (DS9 novel)
- [63](#): from *Over a Torrent Sea* (DS9 novel)
- [69](#): from *Balance of Power* (TNG novel)
- [74](#): from "Inside Man" (VOY episode)
- [77](#): from *Star Trek Online*
- [87](#): from *Highest Score* (DS9 young adult novel)
- [88](#): from *Ferenginar: Satisfaction is Not Guaranteed* (DS9 novella)
- [92](#): from *Highest Score* (DS9 young adult novel)
- [95](#): from "False Profits" (VOY episode) repeated as rule #45
- [98](#): from "In the Pale Moonlight" (DS9 episode)
- [103](#): from "Rule of Acquisition" (DS9 episode)
- [125](#): from "The Siege of AR-558" (DS9 episode)
- [147](#): from *Fearful Symmetry* (DS9 novel)
- [153](#): from "Deep Space Mine" (DS9 comic)

[168](#): from "Treachery, Faith, and the Great River" (DS9 episode)  
[183](#): from *Hollow Men* (DS9 novel)  
[184](#): from *Balance of Power* (TNG novel)  
[190](#): from "Call to Arms" (DS9 episode)  
[193](#): from *Mission Gamma: Cathedral* (DS9 novel)  
[199](#): from *The Soul Key* (DS9 novel)  
[200](#): from *Ferenginar: Satisfaction is Not Guaranteed* (DS9 novella)  
[203](#): from "Little Green Men" (DS9 episode)  
[208](#): from "Ferengi Love Songs" (DS9 episode)  
[211](#): from "Bar Association" (DS9 episode)  
[216](#): from *The Laertian Gamble* (DS9 novel)  
[217](#): from "Past Tense, Part I" (DS9 episode)  
[218](#): A quote from "Baby on Board" (DS9 comic) refers to rule #218, but it is really a reference to rule #59  
[219](#): from *Balance of Power* (TNG novel)  
[235](#): from *Mission Gamma: Twilight* (DS9 novel)  
[239](#): from "Body Parts" (DS9 episode)  
[263](#): from "Bar Association" (DS9 episode)  
[267](#): from *Taking Wing* (Titan novel)  
[271](#): from "N-Vector" (DS9 comic) originally unnumbered  
[273](#): from "N-Vector" (DS9 comic) originally unnumbered  
[274](#): from "Acquisition" (ENT episode) originally unnumbered  
[275](#): from *Antimatter* (DS9 novel) originally unnumbered  
[276](#): from *Betrayal* (DS9 novel) originally unnumbered  
[278](#): from "Elite Force II" (VOY videogame) originally unnumbered  
[279](#): from *Stowaways* (DS9 novel) originally unnumbered  
[280](#): from *Ferenginar: Satisfaction is Not Guaranteed* (DS9 novella)